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REPUBLIC OF VIETNAM

CENTRAL PACIFICATION & DEVELOPMENT COUNCIL

**COMMUNITY DEFENSE
and
LOCAL DEVELOPMENT
PLAN**

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1971

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HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
APO SAN FRANCISCO 96222



7 JAN 1971

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: 1971 Community Defense and Local Development Plan

1. Attached is the English translation of the GVN's 1971 Community Defense and Local Development Plan. It is the follow-on to the 1970 Pacification and Development Plan, the Special 1970 Pacification and Development Plan, and the 1970 Supplemental Pacification and Development Plan. It will cover the period 1 March 1971 to 28 February 1972. This new time phasing permits a natural integration with the Vietnamese Lunar Year and the realities of the GVN budgetary process.

2. The 1971 Plan has been simplified by replacing the eight objectives of 1970 with three broad objectives: Self Defense, Self Government and Self Development. Under these broad objectives are a number of individual programs, including certain new ones. The programs have been organized under these objectives in order clearly to place the focus on these three primary purposes of the entire effort, i. e., maintenance of a permanent security for the population, participation of the population in government and development of a better life for the population. While the plan is written in the context of continued conflict with the Communists, it reflects the fact that the level of this contest has changed in many areas from main force or territorial military attack to internal security and political and economic contest. The plan will also serve as the basis for continued political and economic momentum in the event the Communist security threat further declines.

3. The attached is a translation of a Vietnamese document, and the English may be somewhat stilted in certain portions. We have left the translation as literal as possible, consistent with adequate communication of the policies involved. In the event differences are found to exist between the two versions (Vietnamese and English), the Vietnamese version will prevail. If clarification of any points of policy or procedures or more definitive guidance is required, you are encouraged to submit your recommendations to the ACofS, CORDS, MACV.

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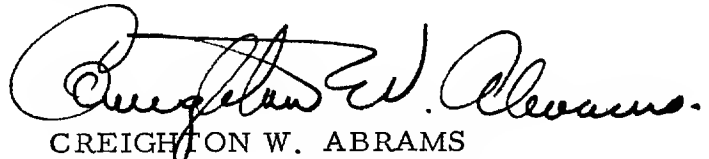
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SUBJECT: 1971 Community Defense and Local Development Plan

4. The Community Defense and Local Development Plan and the Combined Campaign Plan, AB 146, complement each other. The Community Defense and Local Development Plan is, however, the more authoritative policy document and where minor variations occur, the Community Defense and Local Development Plan governs. The Plan has been approved by the President of the Republic, the Prime Minister and the Cabinet, and thus supersedes any earlier ministerial directive in conflict with it.

5. This document will be regarded as guidance, directive in nature, to advisory personnel at all echelons. While it is a GVN document, it has been thoroughly coordinated with MACV. I strongly endorse the 1971 Community Defense and Local Development Plan and request your full support in its implementation,



CREIGHTON W. ABRAMS
General, United States Army
Commanding

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TMA	1
DCA-SAM	1
AF Adv Gp	2
American Embassy, Saigon	5
JUSPAO	5
USAID, Saigon	25

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TABLE OF CONTENTS

1971 Community Defense and Local Development Plan

ANNEX I: LOCAL SELF-DEFENSE	I-1
Appendix	
A Territorial Security	I-A-1
B People's Self-Defense Force	I-B-1
C National Police	I-C-1
D Protection of the People Against Terrorism	I-D-1
E Chieu Hoi	I-E-1
ANNEX II: LOCAL SELF-GOVERNMENT	II-1
Appendix	
A People's Administration	II-A-1
B People's Information	II-B-1
C People's Organizations	II-C-1
D Youth Program	II-D-1
ANNEX III: LOCAL SELF-DEVELOPMENT	III-1
Appendix	
A Land Reform	III-A-1
B Agriculture and Fishery	III-B-1
C Local Economic Development	III-C-1
D War Veterans	III-D-1
E A Brighter Life for War Victims	III-E-1
F Public Health	III-F-1
G Education	III-G-1
H Manpower Development	III-H-1
I Public Works	III-I-1

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J Post and Communications	III-J-1
K Rural Credit	III-K-1
L Province/Municipal Development Program	III-L-1
M Village Self-Development Program	III-M-1
Annex IV - Special Programs	IV-1
Appendix	
A Urban Programs	IV-A-1
B Ethnic Minorities	IV-B-1
Annex V - Plans and Reports	V-1
Appendix	
A Plans	V-A-1
B Reports	V-B-1

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

I. GENERAL.

In 1970, we took advantage of our military victories on all battlefields and adopted the Pacification and Development Plan as a continuation of the efforts of 1969. The 1970 Plan emphasized the economic, political, and social development of the villages in order to achieve their self-defense, self-government, and self-development. The plan had as a goal the attainment of an A or B level of security for 90% of the population in all of the cities, villages, and hamlets.

The RVNAF and FWMAF conducted a series of successful large scale military operations in 1970 throughout the country, in the border areas, and on Cambodian territory; seriously disrupted Communist logistical installations; and destroyed many of their armed forces. The people became more conscious of the development of their own strength and armament as a result of the expansion and improvement of the hard-core People's Self-Defense Forces. These forces with the support of local forces have become a powerful force sufficient to protect the villages and hamlets.

The People's Self-Defense Forces have become the main defenders of the hamlets and villages. Additionally, the people have devoted much attention to the improvement of community life, have become active participants in elections, and have aided in the development of an increasingly effective administration, which is well organized and capable of self-government in all aspects.

The 1970 Special Pacification and Development Plan was initiated on 1 July 70. It called for the completion of many projects by the people using the resources of their own villages. There has been an important change in the attitude of the people brought about by this survey of their own requirements. They now better understand their role in the implementation of a long-term plan based on the spirit of self-sacrifice to attain self-sufficiency. The 1970 Supplementary Plan has provided the impetus to complete all the goals established for 1970 and to prepare for the implementation of the 1971 Community Defense and Local Development Plan on 1 Mar 71.

II. CONCEPT.

A. Principles.

By building upon the successes of the past, we now are able to devote additional resources to the task of gaining the participation of all the people in the process of self-defense, self-government, and self-development. The guiding principle of Community Cooperation must be continuously and universally applied within the concepts of unified leadership, effective operations, and harmonious actions. The 1971 Plan emphasizes local affairs as opposed to national affairs and gives recognition to the fact that the GVN has extended its control over nearly all of the population and populated areas of Vietnam. It reflects the shift in emphasis to the political, social, and economic efforts that are needed to consolidate the government's control. It recognizes that a greater share of the burden of defense must be borne locally, by the villagers themselves.

The Plan places particular stress on rooting-out the VC Infrastructure; improving the efficiency, effectiveness, and honesty of government administration; stimulating

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economic development; and encouraging popular participation in the political process. In addition, land reform is stressed as a major program. The GVN will build upon its achievements in the area of pacification by freeing regular ARVN forces for duty against the larger main force enemy units, particularly in the clearing zones, and by utilizing the RF/PF against the lesser, local force and guerrilla units.

B. Objectives.

The eight objectives designated in the 1970 Plan have been consolidated into three objectives for 1971:

Local Self-Defense, Local Self-Government, and Local Self-Development.

In addition, there are two special programs:

Urban Program and Ethnic Minority Program.

1. Objective 1. Local Self-Defense (ANNEX I).

The goal is to provide security to all the population of the RVN so that an environment exists in which all national programs can be successfully completed. Local Self-Defense consist of five programs:

a. Territorial Security (Appendix I A).

By taking advantage of the achievements in area security registered in 1970, the RVNAF can impose itself and operate more effectively in order to expand security for a greater population in a larger area in 1971. The objective of 1971 is to provide A and B category security to 95% of the total population in hamlets and khoms, and eliminate all V category hamlets.

Our roads and national manpower and material resources must be protected to prevent their use by the enemy.

Regional Force units, fully manned, well equipped, and trained, will conduct effective operations, aggressively patrol, and be targeted against a specific enemy unit.

Divisional tactical areas of responsibility will be reduced in size in order to increase the mobility of these major units. A number of main force divisional units will strategically deploy when a high level of security has been achieved in specific areas.

b. People's Self-Defense Forces (Appendix I B).

In 1970, the People's Self-Defense Forces were trained and equipped in order to prepare to assume hamlet internal defense duties. In 1971, the PSDF will be strengthened through a well-prepared and strong training program. The strength of 500,000 hard-core PSDF members in 1970 will be increased to 1,000,000 in 1971 and be equipped with 500,000 weapons at varying ratios based on local requirements. The one million hard-core PSDF members will be grouped into 15,000 hard-core Inter-Teams. These 15,000 hard-core PSDF Inter-Teams will be supported by 15,000 Development Support Inter-Teams on a one-for-one basis. In addition to the internal defense of populated hamlets,

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PSDF members will actively participate in the effort to improve living conditions, the People's Information Program, and Youth Programs such as sport tournaments, campfire rallies, and entertainment shows.

c. National Police Program (Appendix I C).

The key element in the fight against the VCI and the reduction of terrorism and sabotage is the National Police with the support of the PSDF Teams. Therefore, the National Police must increase in personnel strength, improve operational efficiency, and be devoted to its duty. In 1971, the National Police personnel strength will increase to 122,000. All policemen will be well trained to include political education. All village National Police sub-sections, especially those in rural areas, must have sufficient personnel. Two thirds of the local personnel strength must be recruited from among those who are recommended by Hamlet Administrative Committees or Village Councils.

d. Phung Hoang Program (Appendix I D).

Eliminate the Viet Cong Infrastructure (VCI) so that it does not terrorize the people or sabotage the plan. Enemy elements to be neutralized are the economic-finance cadre, underground agents, communication-liaison cadre, proselyting cadre and those organizations subordinate to the Communist provisional government.

Photographs and personal data on the above types, especially confirmed VCI who have not yet been apprehended, must be posted prominently until they are captured or otherwise eliminated, so that the people clearly understand the purpose and benefits of Phung Hoang to themselves and their families. This will win the people's support for the Government program to neutralize the VCI. The Phung Hoang program must be effectively implemented by targeting accurately within the framework of the law. It must treat every person fairly.

In 1971, the Phung Hoang program must be pushed to the maximum in order to crush any future incipient insurrection and stabilize the situation throughout the country to create a new free life for all.

e. Chieu Hoi Program (Appendix I E).

We must push the Chieu Hoi Program to assist the fight against Viet Cong Infrastructure. PSDF members play an important role in the inducement program by contacting families whose relatives have joined the VC ranks and persuading them to rally to the national cause. In addition to Armed Propaganda Teams now being used, Special Armed Propaganda Teams may be created to be used against North Vietnamese Communists.

Soon after rallying, ralliers must be employed in the operations attacking the VCI and must also be exploited for information after being released from Chieu Hoi Centers. The rallier goals for 1971 will be 25,000. Identity cards must be issued to all ralliers, and vocational training will be given to all ralliers at their request. All available means for inducement and increasing the number of ralliers must be exploited to the maximum.

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2. Objective 2. Local Self-Government (ANNEX II).

In 1970, we made numerous advances in the improvement of local administration. Taking full advantage of these gains we will increase the effectiveness of local administration through better organization and management and an increased awareness of the meaning of democracy; these concepts will be expressed especially through the development of self-government capabilities in the administrative, economic, and financial fields.

The Local Self-Government Objective encompasses the four following Programs:

a. People's Administration Program (Appendix II A).

In 1971, we will improve administration, making it more effective and better organized, capable of self-management in administrative, economic, and financial fields. Province, District, and Village Chiefs and Village/Hamlet officials must be well trained under the guidance of higher authorities.

The three mobile teams (PMATs) of each Province must operate more effectively. The Village Management Book must be implemented and thoroughly understood by the responsible officials. Mobile teams will hold seminars with Village and Hamlet officials. Periodic open meetings, with the majority of the people participating, must be held to enable the villagers to take part in the Village and Hamlet administration.

One hundred percent (100%) of the villages and hamlets will complete elections and be assigned an adequate number of administrative officials.

The village will retain more of the taxes collected. Tax collection will be improved to enable the village to have sufficient financial resources to meet the villagers' needs and aspirations. While implementing the local income improvement program, in 1971, the goal is to have 10% (200) of the total villages reach complete self-sufficiency, i.e., the central government will provide no more financial support to these 200 villages. At the same time, 300 villages will attain 50% self-sufficiency, i.e., the central government will provide them with 50% of their financial support, and 500 villages will achieve 25% of self-sufficiency, i.e., the central government will give 75% of their operating cost. In addition, in order to put an end to corruption and economic speculation, the people must be kept informed of all programs, projects, and budgets of their village. At public buildings and Community Centers, posters and news bulletins announcing government activities must be posted. Moreover, a list of the official prices of goods must be posted at public buildings and trade shops in order to insure that existing laws are observed.

b. People's Information Program (Appendix II B).

Following their failure in the scheme to invade our country by military forces, the Communists have directed their strategy to the political field. Consequently, our people need to be educated on the political struggle to cope with them. Our effort of spiritual mobilization during recent years will be continued to help the people understand their rights and duties as citizens and motivate them to actively participate in the self-defense, self-government, and self-development programs. During discussions with subordinate personnel and with the people, all military men, cadre, and civil servants will widely

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publicize government policy and report the people's opinions in the villages and hamlets to the provincial and central governments.

Special Cadre Teams to include qualified technical Cadre and Rural Development Cadre, will carry out the people's political education program. Information Cadre of villages and hamlets will be supervised so that they are organized to operate more effectively. People's Self-Defense Forces, Hamlet Chiefs, and village and hamlet teachers will be oriented so as to assist in execution of the People's Information Program.

This program especially supports political education, Phung Hoang, and the PSDF.

c. People's Organization Program (Appendix II C).

It is desirable that the people be formed into organizations, led in the struggle against the Communists, and truly united in fraternal spirit in order to build the country and reform society.

However, the organization and guidance of the people is a subtle process and should be accomplished with consummate skill and tact, avoiding compulsion in accordance with the principles of freedom and democracy which characterize the Republic of Vietnam.

d. Youth Programs (Appendix II D):

To prepare for the future of the country, become strong, progress, and also create a new generation of youth who are aware and useful citizens who contribute to the nation building process after years of destructive war, the 1970 program for restoration of youth through sports and other activities was created and expedited with good progress from the villages and hamlets to the Prefecture, Provinces and Cities. The encouraging results of the recent past bring the 1971 youth program to the consolidation and development phase. Under the leadership of the people, youth athletics must be expedited by completing the establishment of the National Youth Council (privately sponsored). Youth affairs should encompass all elements of notables and other prestigious persons on a voluntary basis. The government only gives technical support and guides activities in accordance with national policy.

In 1971, Youth Programs emphasize political education and technical training so that youth can make a genuine contribution to nation-building and social improvement and motivate the people to participate in community development.

All youth sports activities must be widely publicized in order to emphasize achievements and popularize youth sports programs so that the nation's youth compare equally with other world youth.

This program still requires close coordination between the DGOY and other ministries and agencies, especially the Ministry of Education, in order to implement sports and physical training programs in the schools.

3. Objective 3. Local Self-Development (ANNEX III).

The objective of local self-development rests on the achievements of the military,

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people, cadre, and officials through the past years. It aims to commit all the people to the effort to develop the economy and society in order to progress to self-sufficiency and a brighter life for every man.

a. Land Reform Program (Appendix III A).

In 1970, although the program started late, the identification and issuance of land progressed satisfactorily. In 1971, 400,000 hectares of land are scheduled to be issued to farmers within the "Land-to-the-Tiller" program.

Moreover, in order to make the Montagnard people owners of their own land, the land survey program will survey 40,000 hectares of land in 1971.

In order to provide satisfactory results for the program of activities, operations will particularly emphasize the accomplishment of aerial photos and the prompt issuance of land certificates to farmers.

b. Agriculture and Fishery Program (Appendix III B).

In order to increase production to meet consumer's requirements, to export produce, and also to raise the rural people's standard of living, the 1971 Agriculture and Fishery Program will energetically push crop diversification and modernization of agriculture and fishing.

In addition to achieving self-sufficiency in rice production in 1971 by planting 750,000 hectares of high-yield rice, the program also provides for the development of corn and sorghum cultivation, an expansion of pig and poultry raising, an increase of fishery production, and the execution of small irrigation projects.

c. Local Economic Development Program (Appendix III C).

Pending the drafting of a long-term National Economic Development Plan, short term measures are to be used to encourage production increases, improve distribution, and restrain consumption.

In 1971, measures will be conducted to:

- Stabilize the local cost of living.
- Expedite an increase in personal income.
- Improve the system of rice collection and purchase.
- Support the program for industrial development relative to agriculture and fishing.

d. Veterans Program (Appendix III D).

In recent years, the vast mobilization of all efforts to meet national requirements has increased the number of veterans, disabled servicemen, and war widows.

The 1971 Veterans Program is designed to give additional and more positive

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assistance to these people, especially in the protection of health, welfare, education, and means of existence.

Its main purpose is to carry out effectively Law 8/70 promulgated on 9 Jul 70 concerning the benefits of disabled servicemen, dependents of war dead, and veterans.

e. War Victims Program (Appendix III E).

The objective of this program in 1971 is a brighter life for war victims, with emphasis on the following activities:

(1) Rehabilitation and resettlement (or return to village) of temporarily resettled refugees, people who have suffered from loss of the head of family, or property, and people repatriated from Cambodia. We must resettle permanently or return to village those temporary resettles remaining at the end of 1970 and those new ones that come into being in 1971--a total of 430,000. We also must complete the permanent resettlement of the refugees from Cambodia and help them normalize their living condition.

(2) Assistance to war orphans, widows, and invalids.

f. Public Health Program (Appendix III F).

The 1971 Public Health Program will center on the following activities.

Initiate a public health effort to improve community living conditions through the "Sanitary Hamlet" campaign to be conducted throughout the country. Accelerate the preventive medicine program through inoculation and the eradication of communicable diseases (plagues).

Importance will be attached to the acceleration of the program of cooperation between civilian and military health agencies, improvement of the quality of personnel of all echelons, and initiation of a system of treatment which requires the payment of fees, so that the public health program can be more self-supporting.

g. Education Program (Appendix III G).

In regard to education, emphasis will be placed on the improvement of technical programs and vocational guidance programs, especially those reserved for ex-servicemen and temporarily resettled refugees, and also on the improvement of the operation of the Agriculture and Animal Husbandry Training Centers of ethnic minorities.

The number of secondary education teachers will be raised from 16,270 to 19,300 by the end of 1971, and it is planned to admit 62.5% of the total of primary students who apply for admission to the 6th grade of public secondary schools through a competitive examination in school year 1971-1972.

In addition, the regionalization of education will be accelerated through the creation of 14 educational sectors and Regional Education Coordination and Development Councils.

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h. Manpower Development Program (Appendix III H).

In order to permit an appropriate distribution of manpower resources to meet national requirements, importance will be attached to the Manpower Development Program in 1971.

Development of a system of occupational classification and the training of specialists in the occupational analysis and classification will be expedited.

The guidance, coordination, and consolidation of vocational training programs of different ministries will be accelerated.

i. Public Works Program (Appendix III I').

The 1971 Public Works Program provides for the repair of 3,200 km of national and inter-provincial roads and another 1,320 km of local roads.

Special attention will be paid to the increase of electricity output in Saigon as well as in the provinces, support of the electrification of resettlement centers, and formation of new rural electric cooperatives.

The increase of water supply for both rural and urban populations also will be given attention.

j. Communications and Post Program (Appendix III J).

In support of the local economy development effort, the program of railway reconstruction will continue. The operation of dredges will be improved to increase the annual output to 4,000,000 cubic meters per year.

The postal system will be improved down to the village level through a 50% increase in the number of village postal stations. Each of the important autonomous cities such as Danang, Qui Nhon, Nha Trang, Can Tho, etc. will receive 1,000 new telephones in 1971.

k. Rural Credit Program (Appendix III K).

In the increase of agricultural and fishery production, the Agricultural Development Bank will play an increasingly important role in granting direct or indirect credit to farmers and fishermen through Village credit committees to be established.

The increase of Agricultural Credit funds will be pursued, and 24 new agricultural banks will be established to meet credit requirements.

l. The Prefecture, Province and City Self-Development Program (Appendix III L).

During 1971, the Prefecture, Province, and City Development Program will continue. This program will include local roads and bridges, education, health, livestock, agriculture and fishery. The two funds available for support are:

- (1) The National Fund for Local Development, placed under the management of the Central Pacification and Development Council and its subordinate

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agencies at the Prefecture, Province, and City levels.

- (2) Province and Municipal Development funds for the implementation of development projects, approved by the Prefecture, Provincial, and City Council.

m. Village Self-Development Program (Appendix III M).

The Village Self-Development Program will be accelerated during 1971 with a new direction. Income-generating projects will be implemented with the Village Credit Program.

The main objective of the program is still to develop the spirit of democracy in the rural area and the spirit of community cooperation among the people and between the people and the government, and at the same time to create an opportunity for the village government to plan village development programs and manage village resources in such a way as to advance to self-sufficiency.

C. Two Special Programs.

In addition to programs relative to the three objectives: self-defense, self-government, and self-development, the 1971 Community Defense and Local Development Plan also provides for the implementation of two special programs, which calls for the coordination of all government ministries and agencies. These are:

1. Urban Programs (Appendix IV A).

These programs are dictated by the recognition of the fact that population is growing in urban areas and necessary improvements are required in the living conditions of the inhabitants of these areas.

The spirit of Community Cooperation must be developed intensively in the implementation of urban programs due to the complexity of problems and the amorphous nature of urban communities.

These essential tasks will be carried out under urban programs:

- a. Improve existing administrative organizations of the autonomous cities to make them capable of meeting development needs.
- b. Implement development projects to meet special requirements of urban areas.
- c. Develop self-defense and security programs, especially a more effective intelligence network in urban areas.
- d. Pay special attention to the establishment and use of community centers.
- e. Develop sports associations; organize campaigns designed to carry out public sanitation projects, special projects of social welfare, public works, and information.

2. Ethnic Minority Development Program (Appendix IV B).

All programs for the ethnic minorities in 1971 must be based on their traditional

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ways and customs as well as on their special characteristics:

- a. The land identification program must be carried out in the native villages and hamlets.
- b. Adequate Village Self-Development funds must be granted, and funds given to the people of the ethnic minorities must be granted on the same basis as for Vietnamese.
- c. Special attention must be given to the education program of ethnic minorities, especially the programs of literacy education, hygiene, and general health education.
- d. In addition to agricultural programs, the development program for ethnic minorities also is designed to establish a handicraft production system to give the minorities broader employment opportunities and to increase their family income.

III. IMPLEMENTATION.

A. Area Security.

1. The strategic concept of the national security plan is to provide security to people living in secure areas, extend the area of security in order to protect those who are still living outside secure areas, neutralize the enemy infrastructure, and eliminate enemy armed forces from our territory. This concept is not dependent on the presence of the Free World Military Assistance Forces and paves the way for the transfer of the responsibility for security from military agencies to civilian ones.
2. All military efforts must be closely coordinated, with emphasis on close cooperation between RVNAF and FWMAF units in order to achieve the three objectives-- Local Self-Defense, Local Self-Government, and Local Self-Development.

B. Basic Criteria.

We must attach importance to the programs set forth to inspire the people with a co-operative spirit and to unify our efforts as much as possible in order to achieve the three objectives of this plan, which when attained will lead us to universally awaited peace and prosperity.

Particularly in the self-development effort, these guidelines must be followed:

1. The development effort must take place simultaneously in rural and urban areas.
2. Projected works must meet the aspirations of the majority of people, correspond to local requirements, and actually serve the purpose of local development.
3. Make best use of cadre capabilities. Provide them with technical training and refresher training, as well as motivational training.
4. Materials must be used economically to avoid the waste of national resources. If possible, domestic materials must be used in preference to foreign materials so as to stimulate local production.

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5. Planning must be thorough so that all projects will be carried out smoothly and completed as scheduled.

The 1971 Community Defense and Local Development Plan will cover the period 1 March 1971 through 28 February 1972 and is divided into two phases.

Phase 1: from 1 March through 1 September 1971.

Phase 2: from 1 September through 28 February 1972.

C. Coordinating Instructions:

1. The Community Defense and Local Development Plan is a national plan. Therefore, all ministries and agencies must cooperate closely with each other in its implementation so as to develop as much as possible the spirit of community cooperation and also to unify separate responsibilities into community responsibilities.

The Central Pacification and Development Council/Coordinating Center is responsible for overall coordination.

2. The Ministries are responsible for executing the Plan as follows:

a. Objective 1. Local Self-Defense

(1) Territorial Security Program.

- Responsible Agency: Joint General Staff/RVNAF.

- Support: Ministries of Interior, Rural Development, Development of Ethnic Minorities, Information, and Chieu Hoi; Central Phung Hoang Committee; General Directorate of National Police; PSDF General Directorate.

(2) PSDF Program:

- Responsible Ministry: Ministry of Interior (PSDF General Directorate).

- Support: Ministries of Defense, Rural Development, Development of Ethnic Minorities, Information, and Chieu Hoi; Joint General Staff/RVNAF.

(3) National Police Program:

- Responsible Ministry: Ministry of Interior/General Directorate of National Police.

- Support: Ministries of Defense, Justice, Information, Rural Development, Development of Ethnic Minorities, and Chieu Hoi; Joint General Staff/RVNAF; PSDF General Directorate.

(4) Phung Hoang Program:

- Responsible Ministry: Ministry of Interior/Phung Hoang Committee.

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- Support: Ministries of Defense, Justice, Rural Development, Development of Ethnic Minorities, Information, and Chieu Hoi; Joint General Staff/RVNAF; General Directorate of National Police; PSDF General Directorate.

(5) Chieu Hoi Program.

- Responsible Ministry: Ministry of Chieu Hoi.

- Support: Ministries of Defense, Interior, Information, Rural Development, Development of Ethnic Minorities, Public Health, and Social Welfare; Joint General Staff/RVNAF; Central Phung Hoang Committee; Directorate General of National Police; PSDF General Directorate.

b. Objective 2: Local Self-Government

(1) People's Administration Program:

- Responsible Ministry: Ministry of Interior.

- Support: Ministries of Defense, Rural Development, Development of Ethnic Minorities, Finance, Land Reform and Agriculture and Fisheries Development, Chieu Hoi, and Information.

(2) People's Information Program:

- Responsible Ministry: Ministry of Information.

- Support: All Ministries and Government Agencies.

(3) People's Organization Program:

- Responsible Ministry: Ministry of Interior.

- Support: Ministry of State for Cultural Affairs; Ministries of Rural Development, Development of Ethnic Minorities, Health, Education, Justice, Social Welfare, Labor, Land Reform, Development of Agriculture and Fisheries, Information, and Chieu Hoi; Directorate General of Youth; Directorate General of National Police; PSDF General Directorate.

(4) Youth Program:

- Responsible Agency: General Directorate of Youth.

- Support: Ministries of Defense, Foreign Affairs, Interior, Rural Development, Development of Ethnic Minorities, Education, Social Welfare, Information, Finance, Labor, Public Health, Land Reform, Development of Agriculture and Fisheries, and Economy.

c. Objective 3: Local Self-Development

(1) Land Reform Program:

- Responsible Ministry: Ministry of Land Reform, Agriculture, and

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Fishery Development.

- Support: Ministries of Interior, Information, Rural Development, Development of Ethnic Minorities, Defense, Economy and Finance.

(2) Agriculture and Fisheries Program.

- Responsible Ministry: Ministry of Land Reform and Development of Agriculture and Fisheries.
- Support: Ministries of Information, Defense, Rural Development, Development of Ethnic Minorities, and Economy.

(3) Local Economic Development Program.

- Responsible Ministry: Ministry of Economy.
- Support: Ministries of Interior, Defense, Information, Finance, Land Reform, and Development of Agriculture and Fisheries.

(4) War Veterans Program.

- Responsible Ministry: Ministry of war Veterans.
- Support: Ministries of Interior, Education, Information, Economy, Public Health, Social Welfare, Public Works, Land Reform and Development of Agriculture and Fisheries, and Labor.

(5) War Victims Program.

- Responsible Ministry: Ministry of Social Welfare.
- Support: Ministries of Interior, Education, Rural Development, Information, Public Works, Public Health, Land Reform, and Development of Agriculture and Fisheries, Development of Ethnic Minorities, Labor, and Veterans; General Directorate of Youth.

(6) Public Health Program.

- Responsible Ministry: Ministry of Public Health.
- Support: Ministries of Education, Interior Defense, Information, Public Works, Rural Development, and Development of Ethnic Minorities.

(7) Education Program.

- Responsible Ministry: Ministry of Education.
- Support: The Minister of State for Culture; the Ministries of Land Reform and Agriculture and Fishery Development, Interior, Defense, Rural Development, Information, Social Welfare, Labor, War Veterans, and Development of Ethnic Minorities, Director General of Youth.

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(8) Manpower Development Program.

- Responsible Ministry: Ministry of Labor.
- Support: The Minister of State for Reconstruction and Development; the Ministries of Defense, Economy, Education, War Veterans, Information, Social Welfare, Chieu Hoi, Interior, Public Works, and Land Reform and Agriculture and Fishery Development, General Directorate of Plans, General Directorate of Civil Service, and General Directorate of Youth.

(9) Public Works Program.

- Responsible Ministry: Ministry of Public Works.
- Support: Ministries of Interior, Defense, Rural Development, Information, Economy, Labor, and Land Reform, Agriculture and Fishery Development.

(10) Communication and Post Program.

- Responsible Ministry: Ministry of Communication and Post, Telephone and Telegraph.
- Support: Ministries of Interior, Defense, Rural Development, Information, Economy, Labor, and Public Works.

(11) Rural Credit Program.

- Responsible Agency: Agricultural Development Bank.
- Support: Ministries of Interior, Rural Development, Economy, Finance, Land Reform and Agriculture and Fishery Development, and Development of Ethnic Minorities, National Bank, General Directorate of Budget and Foreign Aid.

(12) Prefectural, Provincial, and City Development Program.

- Responsible Agency: Central Pacification and Development Council.
- Support: All Ministries of the Government are responsible for supporting the Prefectural, Provincial and City Development Program, especially Interior, Information, Defense, Public Works, Public Health, Rural Development, Education, Land Reform and Agriculture and Fishery Development, and Development of Ethnic Minorities, also Directorate General of Budget and Foreign Aid.

(13) Village Self-Development Programs.

- Responsible Ministry: Ministry of Rural Development.
- Support: Ministries of Interior, Education, Information, Economy, Public Health, Social Welfare, Public Works, Land Reform and

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Agriculture and Fishery Development, and Development of Ethnic Minorities; Agricultural Development Bank.

d. Two Special Programs.

(1) Urban Areas Program.

- Responsible Agency: Central Pacification and Development Council (Committee responsible for Urban Program)
- Support: All Ministries of the Government are responsible for supporting the Urban Program, especially Interior, Rural Development, Public Works, Finance, Social Welfare, Public Health, Information, Labor, and Education; also Directorate General of Youth.

(2) Development of Ethnic Minorities Program.

- Responsible Ministry: Ministry for Development of Ethnic Minorities.
- Support: All Ministries of the Government are responsible for supporting the Development of Ethnic Minorities Program, especially Interior, Land Reform and Agriculture and Fishery Development, Rural Development, Economy, Education, Public Health, Social Welfare, Public Works, Communication and Post, Telephone and Telegraph, and Labor.

D. Plans and Reports.

1. All prefectural, Provincial, and City Pacification and Development Councils based on this plan will establish local plans. These plans should be forwarded to the Central Pacification and Development Council through MRs, prior to 31 January 1971. Plans should be brief and only state main tasks of 1971; it is not necessary to restate the generalities of the national plan.
2. Ministries and Central Agencies must reduce the number of reports prescribed and eliminate unnecessary reports.
3. The Central Pacification and Development Council Coordinating Center will study and submit to the Central Pacification and Development Council a standardized report form for use at any level from the Central Government to localities. This report form must be issued prior to the initiation of the Community Defense and Local Development Plan.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF DEFENSE

I. (U) GENERAL.

This annex outlines the role of civil and military forces in providing sustained, credible territorial security throughout the RVN and establishes associated responsibilities.

II. (U) MISSION.

RVNAF, assisted by FWMAF, in conjunction with paramilitary forces, including PSDF, conducts operations throughout Vietnam in order to provide security to the population of RVN, thus creating an environment in which other Community Defense and Local Development programs can be safely and successfully accomplished.

III. (C) EXECUTION.A. CONCEPT:

1. Territorial Security. All of the organized and armed forces of the GVN, assisted by FWMAF, conduct operations to develop and maintain a state of stability and security required for the success of the GVN Community Defense and Local Development Plan, 1971. These operations are to be carried out in accordance with the principles set forth in the territorial security concept. See Appendix A (Territorial Security). During 1971, application of former security concepts will continue with special emphasis on the following.
 - a. Elimination of VCI.
 - b. As compared to 1970, minimize enemy attacks, shellings, and terrorist incidents by 75% in secure areas and 50% in areas still undergoing pacification. Terrorism is an incident directed against civilians, public officials, or military personnel not engaged in military duties in which the primary objective is to intimidate. (Assassination, kidnapping, mining or bombings of public facilities, buildings and civilian transportation constitute terrorism.)

Goal	National	MR 1	MR 2	MR 3	MR 4
<u>Objective</u>					
<u>Territorial Security</u>					
Control of population in AB hamlets	95%	95%	93%	97%	95%
Reduce total shellings to	2,000	330	475	340	855
Reduce shellings over 20 rds to	280	35	49	56	140
Reduce enemy terrorist incidents to	6,010	1,075	2,030	1,385	1,520

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- c. Expansion of security for the population and territory. Detailed plans must be developed in each MR and sector to expand the secure areas and consolidation zones by 20%.
- d. Protection of lines of communications for economic, social, and military advancement.
- e. Protection of national material and manpower resources to prevent them from falling into enemy hands.
- f. Provision of security in controlled areas in order to reduce or eliminate the curfew in densely populated areas.
- g. Effective use of PSDF to protect villages and hamlets.
- h. Completion of the refresher training for all RF/PF units. Each RF company and PF platoon must maintain a log book for visiting supervisors to record the combat capability of the units and other directives.
- i. Establish close and continuous coordination with sector and subsector commanders and other officials in provinces, autonomous cities, and villages to insure unity of command and clear assignment of responsibility for the security of all areas.
- j. Conduct military operations to insure that noncombatant casualties and destruction of civil property will be minimized.
- k. In "A" type hamlets, reduce barricades, protective wire, and other field fortifications and emphasize active participation of the population in hamlet defense.
- l. Reduce the number and size of restricted areas, inland as well as along the coast, so that the life of the people in these areas can be normalized.
- m. Reduce the tactical areas of responsibility for divisions so that these large units can operate on a more mobile basis.
- n. Bring RF units up to TO&E strength so that they are capable of operating in the clearing zones and to conduct patrols as are necessary in sparsely populated areas (except for such special zones as Secret Zone C or D or in the U Minh forest).
- o. The RF units must have an offensive spirit and must be targeted to eliminate a specific enemy unit.
- p. Consolidate and maintain a sufficient level of security in MRs 3 and 4 so that a number of division sized units may conduct a mobile strategy.
- q. During operations, units must pay special attention to psychological warfare and, circumstances permitting, should induce enemy soldiers to rally under the Chieu Hoi program. See Annex N (Political Warfare), Appendix D, military section on participation in the Chieu Hoi program as part of AB 146; Appendix E (Chieu Hoi) of Annex 1, Local Self Defense of the 1971 Community Defense and Local Development Plan.

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2. Standards of Security and Responsibilities.

- a. To achieve 1971 security goals, the RVNAF, assisted by FWMAF, in coordination with paramilitary forces, will strive toward the elimination of NVA and VC forces from GVN territory. The goal is to extend security so that at least 95% of the people live in AB hamlets by the end of February 1972 and all V hamlets have been eliminated.
 - b. The Regional Forces, Popular Forces, and National Police are the primary forces responsible for territorial security. Within the secure areas, PF, in conjunction with paramilitary forces, and assisted as necessary by RF, will be responsible for the security of the population. The RF/PF, assisted as necessary by RVNAF Infantry Divisions, when directed by RVNAF Corps and Military Region Commanders, will be responsible for the territorial security of the consolidation zone. Infantry divisions are responsible in the clearing zone and Ranger forces are responsible in the border surveillance zone. These forces, assisted by FWMAF, will be responsible for conducting operations to improve territorial security.
 - c. Coordination must be continuous between all military (RVNAF and FWMAF) with sector/subsector commanders to ensure unity of command and that responsibility for the security of all areas is clearly delineated. In those cases where an RF company AO encompasses a village or hamlet, the RF company commander will advise the village chief in employment of PF and PSDF and will coordinate all activities of RF/PF within his AO. Command of PF and PSDF will be retained by the village chief.
 - d. RVNAF, including RF/PF, and FWMAF will assist in the Phung Hoang Program in accordance with Annex C (Military Participation in the Neutralization of the Enemy Infrastructure) to AB 146, and Appendix D (Phung Hoang) of Annex I (Local Self Defense), of the Community Defense and Local Development Plan, 1971.
 - e. The integrated village defense plans provide for a coordinated village/hamlet defense system capable of reducing losses or of delaying the enemy long enough for reinforcement. These plans, as set forth in JGS Memo 2664, dtd 3 Jul 69, are established and implemented by the village chief in cooperation with the village deputy chief for military security and the assistance of military commanders stationed at or operating in nearby villages. The subsector commanders are responsible for providing guidance in establishment of defense plans, reviewing and approving plans, and supporting the implementation of village defense plans.
3. Rules of Engagement. Special care and precautions will be exercised in the conduct of military operations in populated areas, including the clearing and border surveillance zones. Emphasis will be placed on minimizing noncombatant casualties and destruction of civil property through restraints placed on indirect and aerial fire support.

B. TASKS:

1. Infantry Divisions.
 - a. Conduct operations in the clearing zones to prevent enemy incursions into the consolidation zones and secure areas, thereby permitting security to be constantly improved.

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- b. Conduct sustained, coordinated, and mobile operations, unilaterally, or combined, with FWMAF to locate and neutralize enemy main and local force units, base areas, and liaison, communications, and logistic systems in the clearing zone located in assigned TAORS and along the DMZ and border surveillance zones. See Annex K (Neutralization of VC/NVA Base Areas) and Annex L (Procedures for Coordination of RVNAF and FWMAF Operations) to AB 146.
 - c. When directed by RVNAF Corps and Military Region Commanders, coordinate and provide artillery support; request other available fire support from FWMAF, if needed, for RF and PF and other security forces (PSDF, NP, RDC, PRU, and APT).
 - d. Maintain ready reaction forces in the TAOR to support the RF/PF and other security forces against hostile forces discovered in the consolidation zone and secure areas. (To be employed upon request of the province chief/sector commander and approved by RVNAF Corps and Military Region Commander.) This is not intended to preclude the commitment of Infantry divisions which may happen to be within the consolidation zone or secure area at the time.
 - e. Coordinate with territorial security forces for the conduct of operations to eliminate enemy guerrillas and VCI in the TAOR when directed by RVNAF Corps and Military Region Commanders.
 - f. Conduct border and coastal surveillance to deter enemy infiltration into RVN.
 - g. Establish and maintain coordination with GVN officials in adjacent consolidation zones or secure areas. See Annex M (Procedures for Coordination of RVNAF Mobile Field Forces and GVN Province Forces) to AB 146.
 - h. Provide training assistance to RF/PF, and other pacification forces in the area, when directed by RVNAF Corps and Military Region Commanders.
2. FWMAF. Assist RVNAF by:
- a. Conducting operations in the clearing zones to prevent enemy main force incursions into the consolidation zones and secure areas, thereby permitting security to be constantly improved.
 - b. Conducting mobile operations, unilaterally or combined in support of RVNAF, to locate and neutralize VC/NVA main and local force units, base areas and resources located in clearing and border surveillance zones. See Annex K (Neutralization of VC/NVA Base Areas) and Annex L (Procedures for Coordination of RVNAF and FWMAF Operations) to AB 146.
 - c. Coordinating and providing artillery, air, and other fire support for RF/PF and other security forces when RVNAF support is not available.
 - d. Maintaining ready reaction forces available to support the RF/PF and other security forces against hostile forces in the consolidation zone and secure areas upon request of the province chief/sector commander when RVNAF are not available or their resources are not sufficient for the purpose.
 - e. Conducting combined operations with territorial forces, and such other forces as may be committed against enemy guerrillas in accordance with provincial plans.

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- f. Conducting limited border and coastal surveillance against enemy infiltration.
 - g. Assisting and reinforcing RVNAF, as necessary, in opening, securing, and improving LOCs, providing security for designated areas, and protecting Vietnamese national resources.
 - h. Providing training assistance to RF/PF and other security forces in the area.
3. Regional Forces.
- a. Participate fully in the GVN Community Defense and Local Development Plan, 1971.
 - b. Conduct unilateral or coordinated mobile offensive operations aimed at either enemy provincial organic mobile forces or local force companies to maintain and improve security in the consolidation zone. Emphasis will be placed on the intelligence, reconnaissance, and analysis of the enemy movements in order to ambush and attack them when they are moving, especially at night, and prevent incursions by enemy forces into the secure areas. RF battalions and groups will be used to attack enemy main and local force units and interdict enemy infiltration routes. Coordinate with Infantry divisions, FWMAF, and PF units when necessary. See Annex M (Procedures for Coordination of RVNAF Mobile Field Forces and GVN Province Forces) to AB 146.
 - c. Maintain ready reaction forces for employment when PF or other security forces are endangered.
 - d. Assume static defensive missions only in the most compelling cases for the protection of LOCs, important installations or to provide security for villages/hamlets.
 - e. Assist the RD Cadres and PF in the organization and training of the PSDF.
 - f. Interdict enemy LOCs and participate in resources control.
 - g. When directed by MR Commander, participate in coordination or joint operations with Infantry divisions to destroy enemy main force units and base areas.
4. Popular Forces. Under the direction and control of the village chief:
- a. Participate fully in GVN Community Defense and Local Development Plan, 1971.
 - b. Provide security for villages/hamlets to include population, resources, LOCs, and static installations. Assist the NP in those villages in which the NP have not yet developed sufficient capabilities to maintain law and order.
 - c. Provide defense against VC infiltrations into populated areas of the villages and hamlets.
 - d. Continually conduct varied operations with emphasis on night ambushes. Ambush positions must be retained throughout the night and the same position should not be used twice in any one week.
 - e. Be prepared to reinforce RD groups and PSDF, if they are attacked by a superior

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force.

- f. Replace the RF in the protection of LOCs and important installations in the secure areas.
 - g. Assist the RD Cadre in organizing and training PSDF. In hamlets where RD groups are not available, the PF will be responsible for organizing and training PSDF that are under the command of the village military commissioner or hamlet military assistant. See Appendix B (People's Self Defense Force) of Annex I (Local Self Defense) to the Community Defense and Local Development Plan, 1971.
5. National Police Forces. The primary responsibility of the National Police and Marine Police is to establish and maintain law and order in secure areas and consolidation zones,
- and to assist the PF in providing security in the secure areas. For other National Police tasks see Annex C (Military Participation in the Neutralization of Enemy Infrastructure), Annex F (Military Participation in Civilian Detainee Programs) to AB 146, and Appendix C (National Police) of Annex I (Local Self Defense) to the Community Defense and Local Development Plan, 1971.
6. People's Self Defense Forces (PSDF).
- a. Assist territorial security forces, who have primary responsibility for security, and the NP in the defense of the village/hamlet.
 - b. Assist in efforts to deter enemy terrorist and sabotage activity. Key Interteams, supported by the other PSDF combat elements, will gradually assume responsibility from PF for internal defense for pacified hamlets, phuongs, and khoms.
 - c. Assist in the Phung Hoang Program in accordance with Annex C (Military Participation in the Neutralization of the Enemy Infrastructure) to AB 146 and Appendix D (Phung Hoang) or Annex I (Local Self Defense) to the Community Defense and Local Development Plan, 1971.

C. RESPONSIBILITIES. MISSION

1. RVNAF Corps and Military Region Commanders.
 - a. Mobile Operations:
 - (1) Plan and conduct search and destroy operations against enemy main force units, local force units, guerrillas and infrastructure.
 - (2) Conduct reaction and reinforcement operations to counter all enemy pressure.
 - (3) Supervise and support operations conducted by Infantry divisions or sector forces.
 - b. Territorial Security:
 - (1) Conduct border defense operations against enemy incursions.
 - (2) Defend LOCs, vital points, villages, hamlets, and all administrative and economic establishments.

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- (3) Provide protection for the people and national resources.
- (4) Strengthen the outpost system, operational bases, and fire bases.
- c. Community Defense and Local Development:
 - (1) Conduct military efforts in support of the GVN Community Defense and Local Development Plan, 1971.
 - (2) Review the Community Defense and Local Development Plans submitted by sector commanders and province chiefs.
 - (3) Determine priority for the use of armed forces and their deployment in support of the GVN Community Defense and Local Development Plan, 1971.
 - (4) Guide, monitor, supervise and control the implementation of the military plan in support of the GVN Community Defense and Local Development Plan, 1971.

2. Infantry Division Commanders.

- a. Mobile Operations: Conduct mobile operations based on initiative or as directed by Commanders of RVNAF Corps and Military Regions. Efforts will be focused on enemy main force units and bases.
- b. Territorial Security:
 - (1) Conduct reaction operations at the request of sector commanders when approved by Commanders of RVNAF Corps and Military Regions.
 - (2) Provide combat units, fire support and other support to sectors as ordered by Commanders of RVNAF Corps and Military Regions.
 - (3) Protect important installations, open roads and waterways as instructed by Commanders of RVNAF Corps and Military Regions.
- c. Community Defense and Local Development:
 - (1) When instructed by Commanders of RVNAF Corps and Military Regions, coordinate activities with sector commanders to provide effective support for the Community Defense and Local Development Plan.
 - (2) When instructed by Commanders of RVNAF Corps and Military Regions, and in conjunction with sector commanders, conduct operations in support of the Province Community Defense and Local Development Plans.

3. Special Sector Commander.

- a. Mobile Operations:
 - (1) Organize and conduct mobile operations based on initiative or instructions by Commanders of RVNAF Corps and Military Regions.
 - (2) Supervise and support all operations organized by subordinate sector commanders.

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b. Territorial Security:

- (1) Defend capital, province, cities, villages and hamlets and all administrative and economic installations.
- (2) Provide protection for the people and national resources in the special sector.
- (3) Establish and consolidate the system of outposts, operational bases and fire bases.

c. Community Defense and Local Development:

- (1) Deploy armed forces and conduct military efforts to support the GVN Community Defense and Local Development Plan, 1971.
- (2) Monitor, supervise, and control implementation of the military plan in support of community defense and local development efforts.

d. Other Functions:

- (1) Assist local authorities in the activation and training of people's groups and PSDF.
- (2) Assist local authorities in the maintenance of law and order
- (3) Command all assigned and attached units.
- (4) Plan and operate a territorial intelligence network.

4. Sector Commander.

a. Territorial Security:

- (1) Plan and conduct search and destroy operations against enemy provincial main force units, guerrillas and infrastructure.
- (2) Establish sector security plans and implement them upon approval of RVNAF Corps and Military Region Commanders.
- (3) Recommend to RVNAF Corps and Military Region Headquarters the requirement for forces to preserve sector security in event a shortage of armed forces occurs.
- (4) Maintain the strength of RF and PF at 100% of that authorized, with first priority to combat elements.
- (5) Direct all activities of RF, PF and other forces in the sectors (NP, RD Cadres, PSDFs).

b. Community Defense and Local Development:

- (1) Formulate a military plan in support of the GVN Community Defense and Local Development Plan, 1971, based on the policy and guidelines provided

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by RVNAF Corps and Military Region Commanders.

- (2) Guide, monitor, supervise, and control the implementation of the military plan in support of community defense and local development and be responsible for this to RVNAF Corps and Military Region Commanders.

c. Other Functions:

- (1) Inspect, direct, train, and support RF and PF forces in the sector.
- (2) Distribute, control, and provide maintenance support for weapons of PSDF members.
- (3) Perform territorial intelligence tasks.
- (4) Coordinate and install an adequate communications system.

5. Special Zone Commanders.

- a. Direct search and clear operations against enemy provincial, enemy main force units, guerrillas and infrastructure.
- b. Support the GVN Community Defense and Local Development Plan, 1971 in accordance with the policy and guidelines provided by RVNAF Corps and Military Region Commanders.
- c. Provide protection for villages, hamlets, vital points, and all administrative and economic installations.
- d. Command and control territorial forces and other assigned units.
- e. Perform intelligence and counter-intelligence tasks.
- f. Assist local authorities in the restoration and maintenance of law and order.
- g. Assist local authorities in the activation and training of people's groups and PSDF.

6. Subsector Commanders.

- a. Assist sectors in the preparation and implementation of sector security plans and community defense and local development plans.
- b. Direct RF/PF, and other forces (NP, RD Cadre, PSDF) belonging to sub-sectors, in support of village and hamlet defense plans.
- c. Supervise, direct and guide subordinate units in support of community defense and local development programs.
- d. Maintain subsector reaction forces to support villages and hamlets under attack.
- e. Recommend to the sector commander the organization for operations in support of community defense and local development plans.

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- f. Inspect village and hamlet defense plans and insure that rehearsals are conducted. Assist in the preparation of defense plans and in requesting fire support.
 - g. Activate, command and control subsector RF and PF units.
 - h. Perform intelligence and counter-intelligence tasks.
 - i. Distribute and control PSDF weapons and ammunition.
7. Free World Military Assistance Forces. FWMAF commanders will assist the RVNAF in providing territorial security when requirements exceed RVNAF means. Supporting operations must comply with the operational concepts stipulated in the basic plan and with the mutual agreements between FWMAF Commanders and the RVNAF Corps and Military Commanders concerned. Responsibilities include:
- a. Coordinate with the Military Region Commanders to determine procedures and the type of assistance, the areas, and the control measures necessary for coordination of territorial security plans.
 - b. Provide territorial security support based on agreement between the province chiefs and the province senior advisors, utilizing FWMAF resources in the province when requirements exceed RVNAF capabilities.
 - c. Coordinate with other FWMAF concerning provision of territorial security.

IV. (U) ADMINISTRATION AND LOGISTICS:

- A. RVNAF/FWMAF. See Annex O (Logistics) to AB 146.
- B. The issue and maintenance support of Class V items for PSDF will be provided by the Sector Management and Direct Support Logistics Center.

V. (U) COMMAND AND SIGNAL:

- A. Signal. See Annex P (Communications-Electronics) to AB 146.
- B. Military and Civil command relations will be observed.
- C. Command of GVN civil and paramilitary elements will remain with the ranking local commander during combined operations.

APPENDICES:

- A. Territorial Security
- B. Peoples Self-Defense Force
- C. National Police
- D. Phung Hoang
- E. Chieu Hoi

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Appendix A: Territorial Security

1. (U) PURPOSE. This appendix describes the principles and application of area security and provides guidance to commanders for planning and implementation.
2. (C) GENERAL. In his efforts to achieve political control of RVN, the enemy attempts to demonstrate that the GVN is not capable of governing the country or of providing credible security to the people. His offensive operations and the resultant reaction operations by friendly forces produce adverse effects on security of the people. The most effective way of assuring security of the Vietnamese people is to keep enemy forces away from them and by neutralizing the VC infrastructure. Without the VCI, enemy main forces cannot obtain intelligence, manpower, and food, nor will they be able to prepare the battlefield or move.
 - a. Providing security to the Vietnamese people is the major objective of RVNAF/FWMAF. The security principles and their application are based upon lessons learned in the past and provide specific techniques for providing the desired level of security.
 - b. If the VC cease their insurgency, and NVA forces withdraw to North Vietnam, the objective will be achieved, even though North Vietnam may still constitute a threat to RVN.
 - c. The enemy threat in RVN falls into two broad categories:
 - (1) VC/NVA main forces, often located in remote areas, or entering RVN from havens across the border.
 - (2) VC local forces and guerrilla units, special action groups and the VCI, located closer to and often intermingled with the people.
 - d. In some areas, the people are reluctant to associate with the GVN for fear of retaliation by the enemy. Civil officials often become the target of enemy terrorism and assassination and thus are reluctant to perform their governmental tasks. Some police hesitate to conduct operations against the VCI because they fear retaliation, and local security forces, under the threat of terrorism, often accommodate, rather than resist, the enemy.
3. (C) CONCEPT. An effective national security program must include measures to insure security of individuals and groups at all levels, from the local household to an entire geographical/political subdivision, against both internal and external threats.
 - a. The component parts of a security system, listed below, must be fully coordinated under a single authority to be effective.
 - (1) Adequate forces.
 - (2) Responsive command and control.

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- (3) Internal and external intelligence.
 - (4) Long range surveillance.
 - (5) Tactical control measures, such as boundaries, barriers, warning systems, phasing, etc.
 - (6) Effective communications.
 - (7) Improvement of military-civilian relations.
- b. The meaning of security varies, depending upon what is perceived to be the threat.
- (1) The Vietnamese villager fears military forces of both sides, since their operations constitute a threat to the safety of him and his family. He fears friendly artillery and air as much as he fears enemy mortars and rockets.
 - (2) Military commanders frequently judge security as it relates to the safety of their units, rather than to the population in the area. For example, a unit commander may feel that he is providing security to the people simply by being in the area. Frequently, however, the mere presence of a military unit within an area provokes an enemy attack.
 - (3) The diagram at TAB 1 (Perception of Threats) illustrates the variance in the meaning of security. It also illustrates that security involves not only safety against physical violence but protection against political, economic and psychological threats as well.
- c. To be effective, security must be continuous. Manning outposts and patrolling during the day, but retiring to static defense positions at night, will not achieve effective security and often produces undesired results. The enemy, who moves mostly under cover of darkness, will enter the village to carry out retaliation against the people, after the security forces depart.
- d. The provision of security throughout RVN requires the accomplishment of five interrelated tasks:
- (1) Maintaining continuous and permanent security for people living in secure areas.
 - (2) Extending security to people outside the secure areas.
 - (3) Neutralizing local force, guerrilla and VCI units or individuals found among the people.
 - (4) Forcing the withdrawal of NVA forces to North Vietnam, by both military and political actions.
 - (5) Developing a security system that is not dependent on the continued presence of FWMAF.
- e. To accomplish these tasks, it is necessary to delineate those areas (See TAB 2 (Area Security Definitions)) in which friendly operations:

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- (1) Focus upon securing the population (Secure Areas and Consolidation Zones).
- (2) Focus against enemy main forces (Clearing Zones).
- (3) Focus against enemy intrusion and infiltration (Border Surveillance Zones).

4. (C) PRINCIPAL CHARACTERISTICS. Area Security aims at meeting the enemy challenge by providing sustained, credible security for the people, and is designed to:

- a. Maintain security at the present level of hostilities, as well as meet the requirements of a post-hostilities environment.
- b. Provide a framework for reducing FWMAF combat forces, as RVNAF capabilities improve.
- c. Allow military forces to meet VC/NVA forces in the areas of lowest population density without detracting from the major objective of assuring the protection of all the Vietnamese people.

5. (C) DETERMINATION OF AREAS. The actual delineation of the four types of areas will be made by the province chiefs in coordination with the tactical commanders, based on the definitions contained in TAB 2 (Area Security Definitions). They are most familiar with local conditions such as enemy activity, routes and base areas, population density, LOC, terrain, ethnic groupings, etc., to make the best possible judgment. Initial recommendations will be included in the Territorial Security Annex to the Province Community Defense and Local Development Plan; submitted for approval to the RVNAF Corps and Military Region Commander; and integrated into the overall RVNAF Corps and Military Region Area Security Plan to insure appropriate interrelationships on a Military Region-wide basis. These delineations must be reviewed constantly and altered to reflect the dynamics of the campaign of expanding security to cover new areas and population. Updated overlays will be forwarded whenever there is significant adjustment of zones.

6. (C) APPLICATION.

- a. Secure Areas. The principal task is to maintain and improve existing security. Operations will concentrate on protecting the resident population within the boundary of the secure area.
 - (1) The secure area is the hub from which expansion of security radiates. Local government is functioning and the GVN is improving services and self-help programs.
 - (2) Police operations will concentrate on maintaining law and order, neutralizing the VCI, and controlling terrorism.
 - (3) Popular Forces, PSDF, and NP, in a coordinated effort under the control of the village chief, will maintain security and law and order in secure areas with the support of the RF if required.
 - (4) National Police, PF, and PSDF will not normally be utilized beyond the boundary of their assigned village.
 - (5) Friendly military forces, resident in the secure area, protect their own installations. They may assist in protecting key non-military installations if the

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local police forces are not adequate. However, protection of non-military installations should be assumed by the police or civilian self-defense units, as soon as possible.

- (6) Security of areas contiguous to the secure area will be improved through saturation patrolling, ambush, and offensive operations by territorial forces.
 - (7) The secure area does not expand from within. Rather, as security conditions within a portion of the consolidation zone reach the required level, that portion is assimilated into and becomes part of the secure area.
- b. Consolidation Zones. The principal tasks to be accomplished within this zone are to provide an outer belt of protection for the secure area and to raise the level of security to that which exists within the secure area.
- (1) The purpose of the outer belt of protection is to detect and engage enemy forces at a distance from the secure area. This is best accomplished by conducting continuous around-the-clock, intensive patrol and ambush operations, and maintaining strong, highly mobile reaction forces. RF, supported by PF, NP, NPFF, and Infantry divisions as necessary, are employed in this outer belt.
 - (2) Within the zone, police type operations are employed to raise the level of security. Police and territorial forces assisted by regular forces, as required, provide hamlet and village security. They also conduct intensive small unit patrol and ambush operations to detect and engage any enemy units which may have penetrated the outer belt of protection. In addition, they seek out and neutralize the VCI and uncover weapon and ammunition caches and mortar and rocket emplacements.
 - (3) Resources and population control is conducted; movement of personnel and commodities is under strict control and subject to continuous check. During darkness, a selective curfew is rigidly enforced.
 - (4) Assimilation of portions of the consolidation zone into the secure area will occur when the level of security within that portion is determined by province officials to fall within the prescribed definition for designation as a secure area.
- c. Clearing Zones. Operations in this zone concentrate on VC/NVA main and local forces to prevent their intruding into consolidation zones. Rules of engagement for the clearing zone must emphasize that civilians are not unnecessarily exposed to friendly fires. The objective is to separate the enemy from the population in order to facilitate establishment of effective security.
- (1) RVN regular forces, assisted by FWMAF, operate within this zone to engage or drive the enemy therefrom and to prevent enemy forces from entering consolidation zones.
 - (2) Neutralization of enemy base areas will be conducted in accordance with the priorities contained in Annex K (Neutralization of VC/NVA Base Areas) to AB 146. Isolated bases, located in areas of low population density, can best be controlled by conducting operations to prevent enemy egress or reinforcement. As long as the enemy is prevented from leaving such bases, he is

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effectively kept from reaching the people. Continuous surveillance, patrolling and ambushes, and air and artillery strikes will be employed to keep the enemy confined in his base area.

- (3) Enemy base areas located closer to major population areas constitute a different type of threat. Friendly operations will concentrate on effectively neutralizing these base areas or forcing the enemy to abandon them, and thus increase the distance between the enemy and the population. Methods employed will vary and are best left to the judgment of the commander in whose TAOR the base area is located.
- (4) As the enemy threat is reduced or neutralized, and base areas are abandoned or isolated, the newly cleared area will be added to the consolidation zone. The province chief must have adequate resources to insure that he can hold and govern the newly cleared area. Refugees and original inhabitants of the area should be encouraged to return and resettle. Coordination for transfer of the newly cleared area to the consolidation zone from Infantry division responsibility to Province responsibility will be made under the authority of the RVNAF Corps and Military Region commander.

- d. Border Surveillance Zone. This zone is contiguous to the national borders of RVN. MR commanders are responsible for this zone. The primary task here is to detect, engage and deter enemy forces attempting to infiltrate RVN. Operations conducted herein will be closely coordinated with border camp and unconventional warfare forces.

7. (C) COMMAND AND CONTROL. The commander charged with responsibility for a specific area must be provided adequate resources and authority commensurate with that responsibility. Assignment of primary responsibility will be as follows. (The RVNAF Corps and Military Region commander is responsible for assuring that adequate resources are assigned in each case.)

- a. Secure Area and Consolidation Zones. Province chief/sector commander.
- b. Clearing Zone. Infantry division commanders or special sector commander as designated by the RVNAF Corps and Military Region Commander.
- c. Border Surveillance Zone. MR Commander (Border Defense Force).
- d. Annex M (Procedures for Coordination of RVNAF Mobile Field Forces and GVN Province Forces) to AB 146 is applicable.
- e. TAB 3 illustrates the organization for Territorial Security.

TAB 1: Perceptions of Threat

TAB 2: Area Security Definitions

TAB 3: Organization for Area Security

TAB 4: Responsibilities for Preparation of Territorial Security Plans

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

TAB 1: Perceptions of Threat to Appendix A: Territorial Security

<u>TYPES</u>							
CROP DESTRUCTION							
TAXATION							
IMPRESSMENT, KIDNAPPING							
ASSASSINATION							
TERRORIST ATTACKS							
GROUND OPERATIONS							
MORTAR/ARTILLERY							
MINES, BOOBY TRAPS							
PERCEIVED BY {		VILLAGER					
		LOCAL SECURITY FORCE					
		LOCAL GVN OFFICIALS					
		GVN LEADERS					
		US MILITARY IN SVN					

KEY

	"ENEMY" (VC/NVA)
	"FRIENDLY" (US/FWMAF/RVNAF)
	BOTH "ENEMY," "FRIENDLY"

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

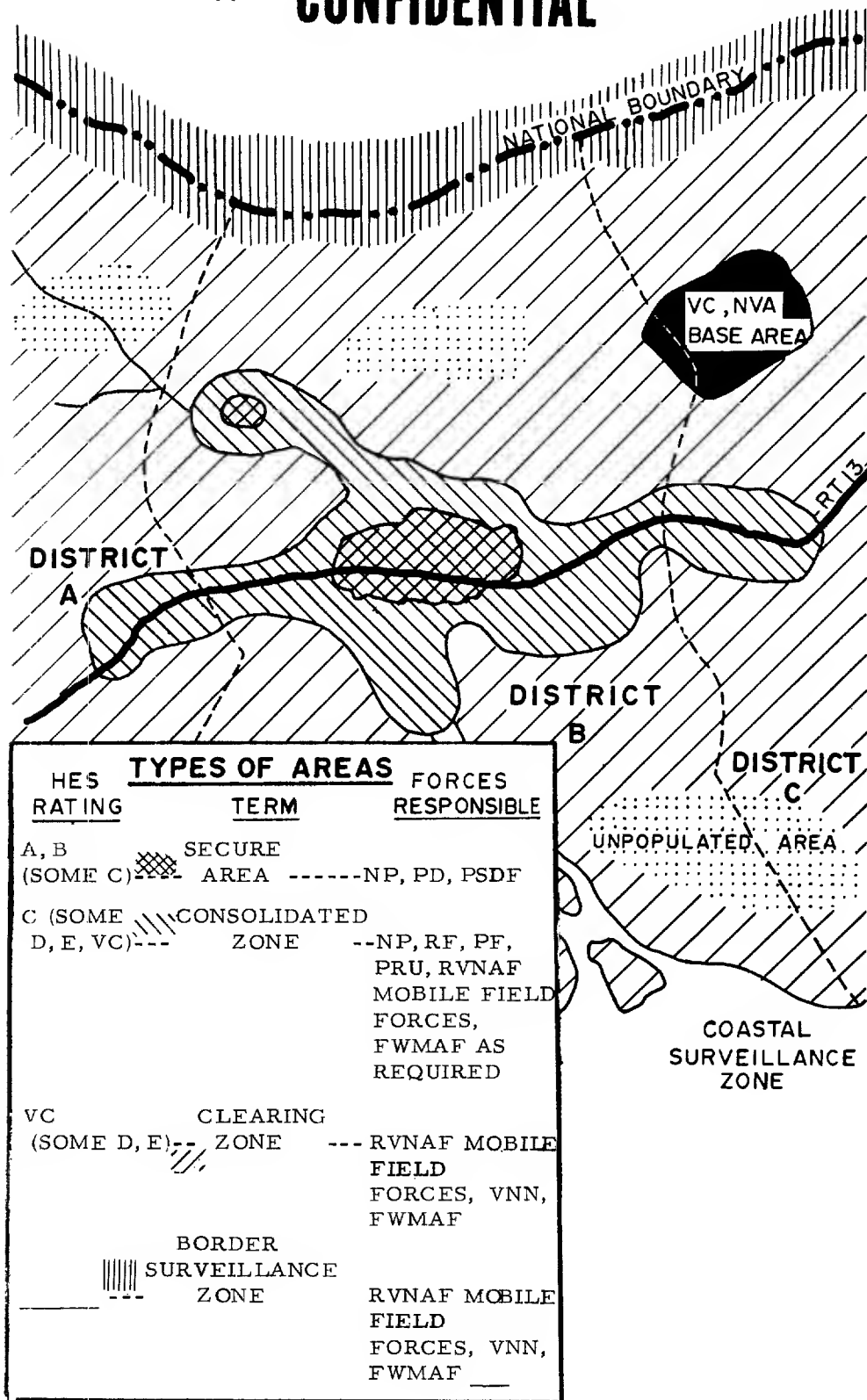
ANNEX I: LOCAL SELF-DEFENSE

TAB 2: Area Security Definitions, to Appendix A: Territorial Security

1. **Area Security.** A strategic concept for the national security program, aimed at providing protection for the population already in secure areas, extending security to people not yet living in secured areas, neutralizing the enemy found among the people, and eliminating armed enemy units from the country. The concept is not dependent upon FWMAF and allows for the transition from military to civilian control, with the ultimate objective of providing effective security for the entire population of RVN. Security responsibility for an area is assigned to a single individual. The Principles of Area Security are based upon a technique of defining that area of responsibility assigned to a province chief/sector commander, an Infantry division commander, or a Border Defense Forces commander.
2. **Secure Area.** A populated area where the normal functions of local government are conducted under the control of the province chief. There is freedom of day and night movement; no imminent attack by enemy formations and only occasional acts of terrorism and indirect fire attacks can be expected. The great majority of precincts and hamlets have an A or B HES rating.
3. **Consolidation Zone.** The transitional area, under the province chief's control, between the Secure Area and the Clearing Zone in which intensive pacification is being undertaken. Population and resources control is thorough and night curfew is strictly enforced. Attacks by enemy formations are not imminent, but frequent acts of terrorism and indirect fire attacks may be expected. A purpose of the zone is to prevent the enemy forces from reaching the Secure Area. The predominant number of hamlets in the consolidation zone will have a HES rating of C.
4. **Clearing Zone.** The contested area under the Infantry division or other tactical unit commander's control, that is divided into TAOR's assigned to tactical units, in which mobile operations are conducted to neutralize enemy forces and base areas. It contains friendly operational bases and includes unpopulated and temporarily VC controlled areas. Selected areas in the clearing zone may be transferred to the control of the province chief and be occupied by territorial forces in preparation for inclusion in the consolidation zone. The province chief retains responsibility for all civil functions in the clearing zone.
5. **Border Surveillance Zone.** The area contiguous to the national borders of RVN. Tactical commanders have the responsibility for the detection of enemy buildup and reinforcement of security.

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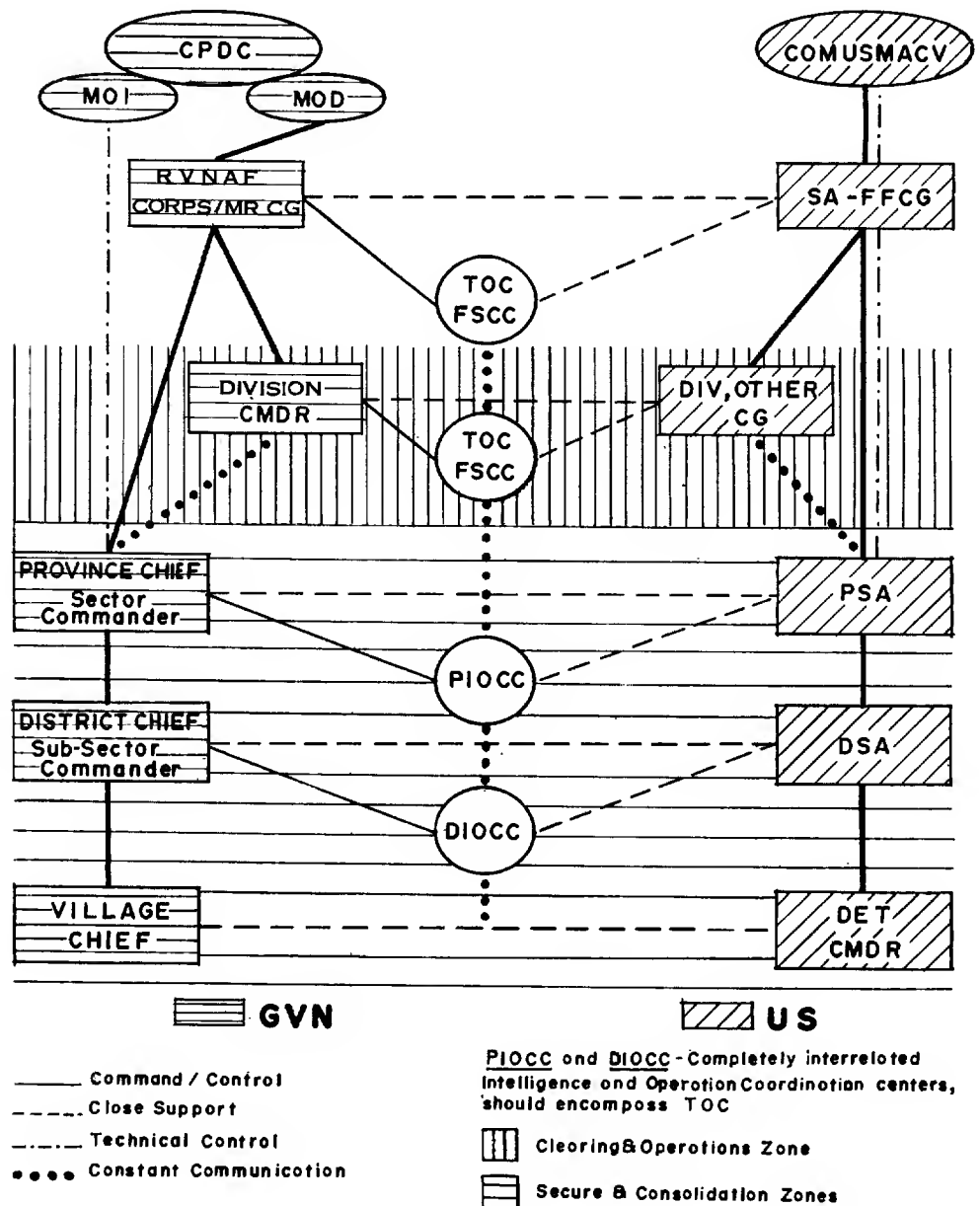
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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

TAB 3: Organization for Area Security to Appendix A: Territorial Security



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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

TAB 4: Responsibilities for Preparation of Territorial Security Plans, to Appendix A: Territorial Security

1. (U) PURPOSE. This Tab outlines courses of action and determines responsibilities and procedures for formulating the sector military plan for providing territorial security. It includes security for secure areas and consolidation zones. The Province Community Defense and Local Development Plan will contain a Territorial Security Annex as prescribed below.

2. (C) RESPONSIBILITIES.

a. RVNAF Corps and Military Region.

- (1) Provides Military Region-wide guidance for formulating plans for the provision of territorial security.
- (2) Reviews and approves the sector Territorial Security Annex of the Province Community Defense and Local Development Plan.
- (3) Submits those plans to the JGS (Office of the Assistant for Pacification Development and J-3) and the CPDC for final approval by 31 January 1971.
- (4) Reviews and comments upon the situation for each quarter and submits reports to JGS/J3.

b. Infantry Division.

- (1) Assists in preparing RVNAF Corps and Military Region campaign plans for the provision of territorial security, when requested.
- (2) Coordinates and assists the sector commander in the preparation of territorial security plans.

c. Infantry Division Senior Advisor or Special Tactical Zone Senior Advisor: Assists and advises on matters pertaining to provision of territorial security.

d. Sector:

- (1) Formulates the plans for provision of territorial security assisted by the province senior advisor.
- (2) Submits the plan to Military Region Commander for approval who forwards two copies to Assistant for Pacification Development and JGS J-3.
- (3) Submits all changes to the plan to the Military Region Commander for examination and approval.

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e. Province Senior Advisor:

- (1) Assists the sector commander in formulating plans for the provision of territorial security.
- (2) Establishes liaison with FWMAF commanders and ARVN unit advisors in the province to insure close coordination in the implementation of the plans.

3. (C) PROCEDURES FOR FORMULATING PLANS.

- a. The preparation of the Sector Security Plan will be based on the enemy situation, available territorial security forces, and the Province Community Defense and Local Development Plan. The format for the Sector Security Plan is outlined at Inclosure A.
- b. The plan will contain 5 overlays, scale: 1:100,000
 - (1) Overlay showing disposition of enemy forces, enemy infiltration routes and base areas.
 - (2) Overlay showing disposition of Infantry division forces, Regional Forces, and FWMAF, if any.
 - (3) Overlay showing delineations of the security areas (secure area, consolidation zone, clearing zone, and border surveillance zone).
 - (4) Overlay showing outposts and disposition and coverage of all organic and support artillery by weapon type.
 - (5) Overlay showing the security condition of LOCs designated in Annex J (Restoration and Protection of Rail, Road, and Water LOC) to AB 146.
- c. The overlay showing the security areas will be enclosed with the list of hamlets in those areas. The format for the hamlet list is outlined at Inclosure B. Significant changes to overlays and to the list of hamlets will be promulgated as necessary.
- d. Reports on territorial security progress during the month will be sent to the appropriate Military Region headquarters by the 10th of the following month.

2. Incl

- Inclosure A: Format of the Sector Security Plan
Inclosure B: Format of the Hamlet Lists

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Incl A: Area Security Principles, to TAB 4: Responsibility for Preparation of Territorial Security Plans, to Appendix A: Territorial Security

1971 Sector Security Plan

Sector

Sector Location

Date Month Year 1971

Reference: 1971 Combined Campaign Plan, AB 146.

1971 Provincial Plan

Map scale: 1:100,000

1. SITUATION.

- a. Description of weather and terrain.
- b. Enemy situation. Appendix A (Intelligence).
- c. Organization of Sector Forces:
 - (1) Territorial forces: Appendix B (Forces Deployment Overlay).
 - (a) Regional Forces.
 - (b) Popular Forces.
 - (2) Other Security Forces.
 - (a) People's Self-Defense Forces.
 - (b) National Police Forces.
 - (c) RD/Son Thon Cadre Forces.
 - (d) Armed Propaganda Teams.
 - (e) Provincial Reconnaissance Units.
 - (3) The FWMAF and RVNAF units stationed in the sector's territory. Appendix B (Infantry Division - RF Forces Deployment Overlay).

2. MISSION. (Outline the territorial security missions aimed at maintaining and improving security, and protecting resources in support of the Province Community Defense and Local Development Plan.)

I-A-4-A-1

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3. EXECUTION.

- a. Concept: (Establish guidelines for continued improvement of security in accordance with the phases of the Province Community Defense and Local Development Plan. Outline the plan's purpose, and objectives as assigned in paragraph III A 1 of Annex I (Local Self-Defense) of Community Defense and Local Development Plan, 1971.)
- b. Tasks: (Define the responsibilities of each commander, to include the village chief, each organic or attached unit including the other pacification forces, and Infantry division, Mobile Field Forces and FWMAF stationed in the sector.)

4. ADMINISTRATION AND LOGISTICS. (Outline the logistics system and maintenance of military equipment for organic and attached units including pacification forces. Prescribe the training and logistic requirements.)

5. COMMAND AND SIGNAL. (Outline the chain of command and lines of communications between the territorial commanders and various units and the sector communications system.)

APPENDICES:

- | | | |
|------------------------------------|---|---------|
| A. Intelligence (with overlay) |) | |
| B. RF-PF Deployment Overlay |) | |
| C. Hamlet List |) | Omitted |
| D. Security Areas Overlay |) | |
| E. Fire Support of Outpost Overlay |) | |
| F. LOC Security Overlay |) | |

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Incl B: List of Hamlets, to TAB 4: Responsibility for Preparation of Territorial Security Plans, to Appendix A: Territorial Security

1. List of hamlets in secure area.

- a. List the hamlets in secure areas by order in each district-village.
- b. Location of the hamlets: ID No. - Coordinates (6 figures).
- c. Hamlet security condition: A, B or C.
- d. Hamlet defense forces.
 - (1) Popular Force: Unit designation of the platoon or squad.
 - (2) National Police: Strength.
 - (3) People's Self-Defense Force: Number of armed members.
 - (4) RD Cadre and/or Son-Thon Rural Development Cadre: Group, team or cell (strength).
 - (5) Regional Force: If any.

2. List of hamlets in consolidation zones.

- a. List the hamlets in consolidation zones by order in each district-village.
- b. Location of hamlets: ID No. - Coordinates (6 figures).
- c. Hamlet security condition: C and D, E, or V, if any.
- d. Hamlet Defense forces.
 - (1) Regional Force: Unit designation of the intersquad - company - platoon of the unit
 - (2) Popular Force: Platoon designation.
 - (3) National Police: Strength.
 - (4) People's Self-Defense Force: Number of armed members.
 - (5) RD Cadre and/or Son-Thon Rural Development Cadre: Group - team or cell (strength).
 - (6) Infantry Division Forces: If any.

I-A-4-B-1

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3. List of hamlets in clearing zones (if any).
 - a. List the hamlets in clearing zones by order in each district-village.
 - b. Location of the hamlet: ID No. - Coordinates (6 figures).
 - c. Hamlet security condition:
 - d. Hamlet defense forces: Unit designation.
4. List of hamlets established as follows: Areas (secure, consolidated or clearing).

District	Village	Name of Hamlet	Order No.	Coordinates	Security Condition	Protection Forces					
						National Police	People's Self Defense Forces	Rural Dev. Cadre	Popular Force	Regional Force	Infantry Division
X	A	_____	_____	_____	A						
		_____	_____	_____	B						
		_____	_____	_____	B						
		_____	_____	_____	B						
		_____	_____	_____	B						
Y	B	_____	_____	_____	B						
		_____	_____	_____	B						
		_____	_____	_____	B						
		_____	_____	_____	B						
		_____	_____	_____	B						
	O	_____	_____	_____							
		_____	_____	_____							
		_____	_____	_____							
		_____	_____	_____							
		_____	_____	_____							
	P	_____	_____	_____							
		_____	_____	_____							
		_____	_____	_____							
		_____	_____	_____							
		_____	_____	_____							

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Appendix B: People's Self-Defense Force

I. GENERAL.

- A. During the past years, the Government has supported and guided people of all walks of life in forming the ranks of the Support and Combat People's Self-Defense Forces (PSDF). The PSDF Improvement Plan includes programs for the training and arming of regular combat key Inter-Teams of the PSDF and at the same time making the training and education of the Support more effective. The purpose of these programs is to make the people believe in, and contribute to, the Self-Defense, Self-Government and Self-Development objectives.
- B. In order to preserve the PSDF achievement of 1970, the quality of the PSDF will be continually improved by careful refresher training. Special emphasis should be placed on proper use of PSDF Members in accordance with their capabilities. Awards should be used to create a competitive spirit in study sessions and the performance of their mission. Although competitive, they must have a spirit of mutual support which will help all the members to carry out their duties of hamlet defense especially in populous areas. This task requires an effort to improve the organization and training of key Inter-Teams.

II. CONCEPT.

- A. In 1971, the PSDF will place emphasis on the consolidation and improvement of the quality of 1,500,000 Combat PSDF Members (this strength includes 1,000,000 Hardcore Combat Members and 500,000 Regular Combat Members) and 2,500,000 Support PSDF Members. The people will be organized into Teams and Inter-Teams so as to increase their capabilities to protect their villages and hamlets, and participate more actively in the Phung Hoang Campaign to neutralize and identify the VCI.
- B. Emphasis will be placed on the control and screening of PSDF Members especially Team Leaders, Inter-Team Leaders, and armed combat members in order to complete the PSDF Improvement Plan and effectively execute the local Self-Defense Plan.
- C. Emphasis also will be placed on collective activities and periodic seminars in order to encourage PSDF Members to participate more actively in the People's Information Program; participate in and support the elections to be conducted in 1971, and local Self-Development Programs; and to join occupational groups such as People's Common Activity Groups and Farmers Associations, and Youth, Gymnastics, and Sport Programs, particularly in urban areas.

III. IMPLEMENTATION.

A. Basic Standards.

1. Organization and Admission of PSDF Members.

- a. Admission of Regular Combat PSDF Members. Local authorities will conduct a census of all young men of PSDF ages, who are

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not participating in the PSDF Organization and recruit them for PSDF Teams and Inter-Teams in order to fill up all understrength PSDF units and replace deserters, aged (over 51 years old), killed, and disabled PSDF Members. In addition, young girls will be encouraged to voluntarily join Combat PSDF ranks.

- b. Admission of Hardcore Combat PSDF Members. Strong, loyal, with good behavior, and honest elements among Regular Combat PSDF Members will be selected and admitted to 15,000 Hardcore Inter-Teams (525,000 Members), 10,000 Hardcore Teams in rural areas (110,000 Members), and 33,182 Hardcore Teams in urban areas (365,000 Members) to increase the strength of Hardcore PSDF Members to 1,000,000 in 1971.
- c. Admission of Support PSDF Members. Local authorities will conduct a census and properly motivate the population in order to encourage old men, women, and children over seven years of age to voluntarily join in the Support PSDF ranks so that 15,000 Development Inter-Teams can be activated to support all the Hardcore Combat PSDF Inter-Teams.

2. Training and re-training.

- a. Training of PSDF Members. All Support PSDF Members and Hardcore and Regular Combat PSDF Members will be trained and retrained right in their respective localities.

All mobile and on-the-spot Training Teams from the Prefecture, Provinces, and Cities will have to coordinate with the Military Sectors and Sub-Sectors to consolidate and reinforce their strength with qualified personnel in order to fully meet training requirements.

The training schedule and documents will be disseminated by the PSDF General Directorate to the Prefecture and the Provinces and Cities for implementation.

- b. Training of Team Leaders and Inter-Team Leaders. Hardcore Combat Team Leaders and Inter-Team Leaders will be trained, on a rotating basis, at the National and Inter-Provincial PF Training Centers in all Military Regions, according to a program coordinated between the central government and the respective Military Regions, which will be disseminated later.

3. Armament and Replacement of Weapons.

- a. Armament. PSDF Members will be armed on the basis of one weapon per two Members or one weapon per five Members as required by the local situation. Prefectural, Provincial, and City Authorities will be flexible in distributing weapons giving priority to the most enthusiastic members and to those localities where the armament requirement is most urgent.
- b. Replacement of Weapons: All seriously damaged weapons will be returned to the concerned Sector Direct Support and Management Logistics Center (SDSMLC) and lost weapons will be reported so that procedures for 100% replacement may be initiated.

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4. PSDF in the Local Self Defense Program.
 - a. The Prefecture and all Provinces and Cities will carefully study the implementation of this Program in each hamlet and determine the time for testing and evaluating the capabilities of all Hardcore PSDF Inter-Teams which, in conjunction with the National Police, will replace the Popular Forces in maintaining security in hamlets.
 - b. Provincial and City authorities will make plans for RF and PF troops to coordinate with, and provide support to, PSDF Inter-Teams which assume the protection of hamlets based on the general defense and defensive practice plans of villages and hamlets.
 - c. Local authorities should encourage PSDF Members to participate in, and support, National Police Teams in issuing Identity Cards to all people in the villages and hamlets so as to dispel any fear that the people will encounter difficulties when they request ID Cards. Local authorities should also urge PSDF Members, who meet the requirements, to enlist in local National Police.
5. Screening of PSDF Members.
 - a. Prefectural, Provincial and City authorities will establish a schedule for screening all Regular and Hardcore Combat PSDF Members, especially the Leaders, in order to eliminate traitors.
 - b. Issue control cards to all Hardcore PSDF Leaders, using the card format distributed by the PSDF General Directorate.
 - c. Encourage and properly reward those PSDF Members who discover by themselves, or help to discover, VC underground agents during competitive campaigns to eliminate the Communists.
6. Support of Government Special Operations in 1971.
 - a. People's Information Program. Local authorities should provide ample opportunities for all PSDF Members to conduct and participate in seminars in order to study and popularize all subjects within the People's Information Program. This operation aims to develop a sense of community cooperation, patriotism, and belief in the inevitable victory against the Communists in all members of the PSDF.
 - b. Phung Hoang Campaign. Each PSDF Inter-Team should select some members, having an aptitude for intelligence activities, for training and should establish a people's information and liaison organization in order to coordinate with, and support the Phung Hoang Campaign in protecting the people from VC terrorism and eliminating the VCI.
 - c. Chieu Hoi Program. Besides the Phung Hoang Campaign, PSDF Members should participate in the Chieu Hoi Program which induces enemy cadre and troops to return to the just national cause. Also, they should be eager to encourage families, who have relatives in the VC ranks to encourage

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those relatives to rally to the just national cause, and thereby rejoin their families and live in happiness.

- d. Election of President, Vice President, and Lower House Representatives. All PSDF Members will be employed to effectively support the elections to be held for President, Vice President and Lower House Representatives to be held in the Prefecture, all Provinces, and Cities in 1971.
- e. Farmers' Associations. Local authorities should encourage and support PSDF Members to participate in activities of Farmers' Associations and People's Common Activity Groups, and support the implementation of local self-development projects under the 1971 Community Defense and Local Development Plan.
- f. Youth Program. PSDF Members must participate in youth, gymnastics, and sports activities (camping, seminars, youth rallies, sports contests, entertainment shows, campfires, etc.). There will be a coordinated program of activities in which all PSDF and abled-bodied youth can participate.

B. Tasking.

1. Duties of Military Regions are as follows:

Distribute the goals of PSDF armament, training, and organization to subordinate provinces. A copy of this distribution of goals must be forwarded to the Coordination Center, CPDC, and the PSDF General Directorate, MOI, in order that these agencies can follow progress and expeditiously establish essential procedures for the provision of equipment and the training of leaders of the hardcore PSDF Inter-Teams.

Follows, supervises, controls, inspects, and publicizes strong points, and corrects weak points found in the PSDF by the prefecture, provinces, and cities.

2. Duties of the prefecture, provinces, and cities are as follows:

- a. Establish a PSDF Plan for their respective localities based on the guidelines set forth by the National PSDF Committee, and the objectives distributed by the respective Military Regions.
- b. Distribute goals to each village, and supervise, control, guide, and monitor the implementation of the PSDF Program.
- c. Forward periodical reports on the weekly and monthly results in the implementation of the Program to the PSDF General Directorate, MOI.

C. Coordination (with other Ministries and Agencies).

All PSDF activities from central to local levels will be closely coordinated with those of the concerned Ministries and Agencies in order to get mutual support for the attainment of established goals. PSDF requires the support from the following Ministries and Agencies:

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1. Ministry of Defense and JGS/RVNAF. These agencies will provide logistics and weapons support and detach personnel (Officers and NCOs of the Regular Force and Regional Forces) to PSDF Management Agencies, especially at the local level in order to activate additional mobile and on-the-spot Training Teams. Officers from Military Sectors and Sub-Sectors will take part in the training of all hard-core Combat PSDF Inter-Team Members in intelligence techniques.
2. National Police General Directorate. This agency will support the screening of Combat PSDF Members, coordinate with the PSDF to exploit and eliminate VC infrastructures, and train PSDF Members in the techniques of maintaining security and performing intelligence operations.
3. Ministry of Chieu Hoi. This Ministry will instruct all Armed Propaganda Teams in the provinces to coordinate with Hardcore PSDF Inter-Teams in order to conduct security, propaganda, and seminar operations in their localities.
4. Ministry of Social Welfare. This Ministry will assign Social Welfare Cadre to guide the activities at all the Provincial Community Centers, and to train all Support PSDF Teams in Social Welfare operations.
5. Ministry of Information. This Ministry will provide cadre and documents which provide study guides on political subjects, train all Support PSDF Teams in methods of information, and publicize all essential information in the molding of public opinion.
6. Ministry of Land Reform and Agriculture and Fishery Development. This Ministry will assign cadre and Land Surveyors to provide technical guidance on cultivation and utilization of fertilizers, vocational training, animal husbandry and fishing to be used in self-development by the PSDF Teams.
7. Ministry of Rural Development and Ministry for Development of Ethnic Minorities. These Ministries will assign cadre to take part in the training of Support and Combat PSDF Members and to participate in VSD projects which are reserved for PSDF development.
8. Ministry of Health. This Ministry will assign cadre to guide and train female Support PSDF Team members in first aid and public sanitation procedures based on the health and first aid Support Training Program.
9. Ministry of Education. This Ministry will authorize all Primary School Teachers to take part, after their teaching hours, in the PSDF training and vocational training programs and assist PSDF Members in combating illiteracy.
10. Youth General Directorate. This Directorate will provide cadre, documents, and facilities to train PSDF Members in leadership and youth organization as well as to implement the youth, gymnastics, and sport activities program, and hold mass games within the PSDF organization.

D. Planning and reports.

1. Planning. The Prefecture, Provinces, and Cities will write their PSDF Plans according to the following format:

CONFIDENTIAL

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Section 1. General.

General situation and PSDF main operations in the Prefecture, Provinces, and Cities.

Section 2. Concept.

(Operational concept is set forth to accomplish PSDF operations.)

Section 3. Implementation.

Basic standards.

Tasking.

Coordination (with other military and civilian agencies).

Planning and reports.

Section 4. Goals.

Goals distributed to provinces and to districts for the whole year.

2. Reports.

- a. At central level. The PSDF General Directorate will collect and summarize all reports from the Prefecture, provinces, and cities and submit weekly and monthly reports to higher authorities. This agency also will urge, control, and enjoin local authorities to insure the timeliness and accuracy of these reports. (Ref: Letters 824-BNV/KH.14, 10 January 1968, and 203-BNV/KH/21/M, 23 January 1969).
- b. At Local level. The Prefecture, all Provinces, Cities, Districts, and Villages will submit their weekly and monthly reports and summarized reports to central authorities. These reports will be completed on forms disseminated to all localities by Postal Message 3883-BNV/NDTV/6 MOI, 23 June 1960, Circular 108-BNV/NDTV/KH9, MOI, 21 March 1970, and Postal Message 378-BNV/NDTV/KH9, MOI, 14 April 1970.

IV. GOALS.

A. PSDF Goals for the whole country.

1. Organization. Fifteen thousand Hardcore Combat PSDF Inter-Teams will be activated in 1971 as follows:
 - a. In addition to 500,000 Hardcore Combat PSDF Members, who were trained and armed in 1970, 500,000 additional Hardcore Combat PSDF Members will be specially trained in order to increase the efficiency of security activities in villages and hamlets. Accordingly, there will be 1,000,000 Hardcore Combat Members and 500,000 Regular Combat Members to bring the total strength of Combat PSDF Members to 1,500,000.

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- b. Support PSDF Members will be organized into 15,000 Development Inter-Teams. Each of these Inter-Teams will provide support for one Hardcore Inter-Team. Each Development Inter-Team will consist of one Old-Mens PSDF team, one Female PSDF Team, and one Youth PSDF Team. Each of these PSDF Teams will conduct weekly activities, and part of their activity program will deal with the People's Information, theme, methods of information dissemination, and political indoctrination.

2. Training.

- a. The newly recruited five hundred thousand Hardcore PSDF Members who have just been added to make 1,000,000 Hardcore Combat PSDF Members will be trained in their respective localities, and 710 Inter-Team Leaders, 45,312 Team Leaders (to be assigned in 1971), 15,000 Assistant Inter-Team Leaders and 45,000 Assistant Team Leaders will be trained at National and Inter-Provincial Training Centers.
- b. Emphasis will be placed on the training and maintenance of PSDF weapons. All local basic training courses for Combat PSDF Members will have to be completed.
- c. The Support PSDF Members (five prestigious Members per Team) within the 15,000 Development Inter-Teams will be trained in the techniques of People's Information so as to enable them to participate more vigorously in the People's Information Program.
- d. Local authorities must also place emphasis on training PSDF Members in the collection of information and procedures for making simple and discreet reports to support the Phung Hoang Campaign; and on indoctrinating all PSDF Leaders so that they can clearly understand the Phung Hoang Campaign and participate actively in the neutralization of VCI's.
- e. Emphasis also will be placed on vocational training, activities, seminars, and political indoctrination in order to encourage PSDF Members to do the following:

Participate actively in the improvement of the people's livelihood and support development projects.

Participate vigorously in People's Common Activity Groups, Farmers' Associations, and other people's organizations as inspired by genuine patriotism.
- f. Coordinate with the Youth General Directorate to develop all Youth Activity Programs in PSDF Organizations such as campfires, sports contests, Youth rallies, and culture drama.
- g. The various localities will also assign youth cadre to train and guide members of the PSDF in leadership and youth organizations so that they participate in the operations of the above mentioned activities.

3. Equipment.

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- a. in 1971, 700,000 weapons will be issued to the PSDF. These weapons will be distributed as follows:
- (1) Six hundred thousand weapons will be distributed to 1,500,000 Combat PSDF Members based on the ratio which will meet the local requirements and situation.
 - (2) One hundred thousand weapons will be used to replace damaged or lost weapons and to meet other unexpected requirements.
- b. Emphasis will be placed on the maintenance of weapons collectively used by PSDF Members. In addition, a proper and timely Logistics Program for the replacement of damaged and lost weapons must be formed in 1971.

B. PSDF Objective for Military Regions.

1. Organization.

a. Common organization.

MR	Combat PSDF Objective for 1971 (2)			Support PSDF (2)	Grand Total	Remarks
	Hardcore Combat PSDF (1)	Regular Combat PSDF	Total (2)			
1	115,105	88,075	203,180	422,000	625,180	
2	159,235	104,765	264,000	466,000	730,000	
3	332,570	199,430	532,000	730,000	1,262,000	
4	393,090	107,730	500,820	822,000	1,382,820	

Total: 1,000,000 500,000 1,500,000 2,500,000 4,000,000

Remarks:

- (1) Hardcore Combat PSDF goal for 1970 was increased to bring the Hardcore Combat PSDF strength throughout the country to 1,000,000 members.
- (2) Combat (hardcore and regular) and Support PSDF objectives remain unchanged in 1971.

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b. Hardcore Combat PSDF.

MR	Hardcore Combat PSDF Goals for 1970	Hardcore Combat PSDF Goals for 1971			Grand Total
		Additional Rural Hardcore Combat PSDF Inter- Teams	Rural Hardcore Combat PSDF Teams (1)	Urban Hardcore Combat PSDF Teams (2)	
1	2,300 Inter- Teams (80,500 mem- bers)	115 Inter- Teams (4,025 members)	1,607 Teams (17,677 members)	1,173 Teams (12,903 mem- bers)	2,415 Inter-Teams 2,780 Teams (115,105 members)
2	2,730 Inter- Teams (95,550 mem- bers)	135 Inter- Teams (4,725 members)	1,925 Teams (21,175 members)	3,435 Teams (37,785 mem- bers)	2,865 Inter-Teams 5,360 Teams (159,235 members)
3	4,000 Inter- Teams (140,000 mem- bers)	200 Inter- Teams (7,000 members)	2,800 Teams (30,800 mem- bers)	14,070 Teams (154,770 members)	4,200 Inter- Teams 16,870 Teams (332,570 members)
4	5,260 Inter- Teams (184,100 mem- bers)	260 Inter- Teams (9,100 members)	3,668 Teams (40,348 members)	14,504 Teams (159,544 mem- bers)	5,520 Inter- Teams 18,172 Teams (393,090 members)
TOTAL:	14,290 Inter- Teams (500,150 mem- bers)	710 Inter- Teams (24,850 members)	10,000 Teams (110,000 mem- bers)	33,182 Teams (365,000 mem- bers)	15,000 Inter-Teams 43,182 Teams (1,000,000 members)

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Remarks:

- (1) Eleven-man Rural Hardcore Combat PSDF Teams will be activated in:
 - Hamlets where PSDF strength is not enough for an Inter-Team.
 - Hamlets where PSDF Inter-Team was activated, and the extra strength can be formed into one Team.
- (2) Eleven-man Urban Hardcore Combat PSDF Teams will be activated in populous urban Hamlets and Khoms (Sub-Wards).

CONFIDENTIAL

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c. Support PSDF.

MR	Support PSDF Goal for 1971 (1)	Development (Support) PSDF Inter-Team Goal for 1971	Remarks
1	422,000 Members	2,415 Inter-Teams (84,525 Members)	Support PSDF Members will be organized into Development PSDF
2	466,000 Members	2,865 Inter-Teams (100,275 Members)	Inter-Teams. Each Development PSDF Inter-Team consists of three Teams:
3	730,000 Members	4,200 Inter-Teams (147,000 Members)	One Old-Men Team, one Female Team, and one Youth Team in order to effec-
4	882,000 Members	5,520 Inter-Teams (193,200 Members)	tively support hardcore Combat PSDF Inter-Teams.
Total	2,500,000	15,000 Inter-Teams (525,000 Members)	

Note: (1) Support PSDF goal remains unchanged in 1971, but 525,000 support members will be organized into 15,000 Development PSDF Inter-Teams to support hardcore Combat PSDF Inter-Teams.

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2. Training.

a. Regular Combat PSDF training objective for 1971.

MR	Goal	Remarks
1	88,075	(1) Regular Combat PSDF training objective for 1971 will be 100% of the total strength of Combat PSDF Members who are organized into Teams and Inter-Teams, the training will be conducted in the respective localities by local authorities.
2	104,765	
3	199,430	
4	107,730	
Total:	500,000	

CONFIDENTIAL

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b. Hardcore Combat PSDF training goal for 1971.

MR	Functions	Hardcore Inter-Teams in 1970	Additional Rural Hardcore Inter-Teams	Rural Hardcore Teams (a)	Urban Hardcore Teams	Total	Remarks
1	Inter-Team ldr	0	115	0	0	115	(a) These hardcore Combat PSDF Teams are not included in other hardcore PSDF Inter-Teams
	Asst Inter-Team leader	2,300	115	0	0	2,415	
	Team leader	0	345	1,607	1,173	3,125	
	Asst Team ldr	6,900	345	0	0	7,245	
	Member	0	3,105	16,070	11,730	30,905	
	Total:	9,200	4,025	17,677	12,903	43,805	
2	Inter-Team ldr	0	135	0	0	135	
	Asst Inter-Team leader	2,730	135	0	0	2,865	
	Team leader	0	405	1,925	3,435	5,765	
	Asst Team ldr	8,190	405	0	0	8,595	
	Members	0	3,645	19,250	34,350	57,245	
	Total:	10,920	4,725	21,175	37,785	74,605	
3	Inter-Team ldr	0	200	0	0	200	
	Asst Inter-Team leader	4,000	200	0	0	4,200	
	Team leader	0	600	2,800	14,070	17,470	
	Asst Team ldr	12,000	600	0	0	12,600	
	Members	0	5,400	28,000	140,700	174,100	
	Total:	16,000	7,000	30,800	154,770	208,570	

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4	Inter-Team ldr	0	260	0	0	260
	Asst Inter-Team leader	5,260	260	0	0	5,520
	Team leader	0	780	3,668	14,504	18,952
	Asst Team ldr	15,780	780	0	0	16,560
	Members	0	7,020	36,680	145,038	188,738
	Total:	21,040	9,100	40,348	159,542	230,030
	Grand Total:	57,160	24,850	110,000	365,000	557,010

Remarks:

1. The training of Assistant PSDF Inter-Team Leaders and Assistant Team Leaders is only partially implemented to date. Therefore in 1971, the Prefecture, Provinces, and Cities will send Assistant PSDF Inter-Team Leaders and Assistant PSDF Team Leaders to the appropriate Training Center for training based on following order of priority:

Priority 1: All Assistant Inter-Team Leaders and and Assistant Team Leaders of additional rural hardcore Combat PSDF Inter-Teams to be organized in 1971.

Priority 2: All Assistant Inter-Teams Leaders and Assistant Team Leaders of hardcore Combat PSDF Inter-Teams which were organized in 1970.

2. The selection of hardcore Combat PSDF Leaders for training must be implemented based on following criteria:

One Inter-Team Leader selected for training must be accompanied by three Team Leaders who are subordinate to his Inter-Team.

One Assistant Inter-Team Leader selected for training must be accompanied by three Assistant Team Leaders who are in the same Inter-Team with him.

Assistant Inter-Team Leaders and Assistant Team Leaders will attend the same training program and at the same Training Center with Inter-Team Leaders and Team Leaders.

3. Hardcore Combat PSDF Members who will attend on-the-spot training will be organized into Inter-Teams and Teams with following strength:

Rural hardcore Inter-Team consists of 27 Members (because Inter-Team Leaders, Team Leaders, Assistant Inter-Team Leaders and Assistant Team Leaders will be sent to Training Centers).

Urban hardcore Team consists of 10 Members.

Rural hardcore Team consists of 10 Members.

CONFIDENTIAL

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4. Total strength:

Hardcore PSDF Leaders and Members will be trained in 1971.

MR	PSDF Leaders	PSDF Members	Total
1	12,900	30,905	43,805
2	17,360	57,245	74,605
3	34,470	174,100	208,570
4	41,292	188,738	230,030
Total:	106,022	450,988	557,010

c. Goals of training of Support PSDF Members within the Development Inter-Teams in 1971.

MR	Goal	Remarks
1	84,525 (2415 Inter-Teams)	Training goal will be 100% of the goal for organization of Development PSDF Inter-Teams
2	100,275 (2865 Inter-Teams)	
3	147,000 (4200 Inter-Teams)	
4	193,200 (5520 Inter-Teams)	
Total:	525,000 (15,000 Inter-Teams)	

3. Armament.

MR	Goal for weapons to be issued in 1971			Remarks
	Hardcore Combat PSDF (1)	Regular Combat PSDF (2)	Total	
1	80,500	16,200	96,700	(1) Average ratio is one weapon per two Members. (2) Average ratio is one weapon per five Members.
2	95,550	16,000	111,550	
3	140,000	33,000	173,000	
4	184,100	34,650	218,750	
Total:	500,150	99,850	600,000	

CONFIDENTIAL

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Appendix C: National Police

I. GENERAL.

A. GENERAL SITUATIONS.

The National Police have contributed to the improvement of security by increasing the activities of all their branches, improving local organizations and deploying National Police personnel down to the villages and hamlets. In this manner they have contributed to efforts to achieve the objective of "control and protection of 90% of the total population and the realization of national sovereignty throughout the nation" in the 1969 Pacification and Development Plan, and "to provide 100% security for all the people of which 90% live in AB security areas" as stated in the 1970 Pacification and Development Plan.

The National Police presence in villages and hamlets has contributed to the improvement of security at the local level and helped the people understand and respect national laws. Therefore, the presence of National Police in rural areas has gained rapport with and support from the people as well as from the village and hamlet officials.

Because of the achievements made under the above-mentioned plans, the Communists have gradually lost the environment in which to carry out their activities and have completely changed their strategy and set forth their main tasks as follows:

- Return to guerrilla tactics and step up terrorist acts and sabotage to destroy our Pacification and Development Plans.
- Use every means to undermine the Nationalists politically.

In order to exploit the successes gained in all fields, the 1971 Community Defense and Local Development Plan has been structured to consolidate and develop previous accomplishments based on the three following objectives:

- Local Self-Defense
- Local Self-Government
- Local Self-Development

B. MISSION.

The National Police, in association with the RF and PF, become the territorial security force responsible for insuring territorial security and elimination of the VCI under the "Local Self-Defense" objective which is to bring an AB level of security to 95% of the people throughout the country. In close coordination with the RF, PF and PSDF, the National Police must continue to increase its activities for the defense of villages, hamlets and the protection of pacified and densely-populated regions. Furthermore, the NP must be strong enough to protect its own installations, documents and personnel. Duties are:

I-C-1

CONFIDENTIAL

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1. Consolidate law enforcement and the maintenance of order in both cities and rural areas in order to protect the people's lives and property.
2. Play the main role in the neutralization of the VCI with the support of ARVN, RF, PF and PSDF in order to improve territorial security and prevent the enemy from using our manpower and material resources against us. In order to discharge this duty all NP personnel must directly or indirectly participate in the neutralization of the VCI.
3. In coordination with the PSDF, assume responsibility for the protection of completely pacified areas so as to release those RF and PF for operations in the outer perimeter of those areas.

II. CONCEPT.

- A. Promote and maintain a spirit of cooperation among the people, between the people and the government, and among government agencies under the objectives of Local Self-Defense, Local Self-Government and Local Self-Development.
- B. Employ the villages and hamlets as the foundation for the improvement and consolidation of security and order and for the enforcement of national laws.
- C. Improve the operational relationships between the NP and the PSDF, to gain coordination with and provide guidance for the latter in support of NP operations such as the ID Card program, family census, identification of the VCI; also preventing the enemy from collecting and purchasing food, conducting patrols, laying night ambushes, guarding administrative installations and communication networks, and ensuring safety for village and hamlet officials.
- D. Absolutely respect the rights, interests and dignity of all people through humane treatment as prescribed by law and under all circumstances in order to avoid illegal detention.
- E. Create close coordination among those Divisions at the GDNP, as well as among the services and sections at the various Directorates, provincial services and district sections, in the program of neutralization of the VCI so that all NP personnel take part in this task.
- F. Encourage and motivate the people to cooperate closely and voluntarily with the NP in the eradication of social evils and in the maintenance of security and public order through impartial enforcement of laws in an equitable and disinterested manner.

III. IMPLEMENTATION.

A. BASIC CRITERIA.

The 1971 Community Defense and Local Development Plan requires not only external cooperation (among government agencies, between the government and the people, and among the people themselves) but it also needs internal cooperation on a lateral basis (among Divisions) and a vertical basis (from GDNP to the Village NP Sub-stations) in accordance with the spirit of joint responsibility.

Those Divisions directly subordinate to GDNP must work out realistic plans in their technically assigned fields and strengthen their organization and management realistically. This must be based on a clear definition of mission, concepts and objectives.

CONFIDENTIAL

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1. Tasking and Phasing.

a. Administration Division.

- (1) Make plans for the recruitment and assignment of personnel based on the personnel strength demands of NP units so as to bring the total personnel strength of the NP branch up to 122,000. Recruitment priority is reserved for local people, including ethnic minorities. Two-thirds of the personnel of village NP sub-stations will be recruited at rural villages and hamlets and recommended by Village Councils or Hamlet Administrative Committees.
- (2) Assign personnel and provide enough fillers for NP units, with priority to those eight provinces confirmed as having the most VCI (Quang Nam, Quang Tin, Quang Ngai, Binh Dinh, Dinh Tuong, Vinh Long, Kien Hoa, An Xuyen) and for other NP units in secure and densely populated areas.
- (3) Re-examine the use of facilities used by NP units, and give priority of use of those facilities to NP units in the said eight provinces which are confirmed as having the most VCI and to those NP units operating in secure and densely populated areas.
- (4) Prepare the draft budget and determine the priority for use of funds based on the requirements of NP units to ensure the effective implementation of this plan.
- (5) Study in coordination with the Office of Legislative Research and other sections in order to improve and modernize both the organizational system and its working methods in order to obtain efficient and standardized technical and administrative operations.
- (6) Help organize the NP Supply Services at the NP Directorates in order to support the provincial NP Services with daily staples and establish special programs to assist NP units operating in localities where the cost of living is high.
- (7) Study the construction of NP dwelling quarters with priority for NP units in remote areas.
- (8) Give political education, based on the People's Information Plan, to all police personnel.
- (9) Guide and instruct personnel so that, apart from discharging their technical duty, they must participate in the neutralization of the VCI.

b. National Police Division.

- (1) Study and improve the organizational system and working methods so that technical operations will be more effective with priority to the Judicial Police Service, the ID Card Service, the General Archives Service and the Identification Service.

CONFIDENTIAL

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- (2) Expedite the issuance of ID Cards to the people, so that the ID Card Program can be completed no later than June 1971. Priority to Military Region 4.
- (3) Remind and encourage NP units to initiate campaigns of traffic control and elimination of social evils. Control the implementation and measure the results of these campaigns.
- (4) Prepare program to explain traffic regulations (with the help of such media as radio, TV, press, pocket illustration books, etc.). Coordinate with the Training Divisions to form "Police Students" organizations in school.
- (5) Assign judicial interrogators and administrative investigators to reinforce the personnel strength of NP units operating in secure and densely populated areas where many breaches of the law occur.
- (6) Establish programs for the close control of aliens to prevent them from staying illegally in Vietnam.
- (7) Guide and instruct personnel so that, from discharging their technical duty, they must participate in the neutralization of the VCI.

c. Special Police Bloc.

- (1) Emphasize the organization of people's intelligence nets by National Police units, especially among the PSDF.
- (2) Keep close contact with and support Phung Hoang Bloc so as to neutralize a maximum number of VCI. (Neutralization goal of VCI is 1,200 monthly.)
- (3) Coordinate with the Phung Hoang Bloc to devise a plan to destroy communist tax and finance cadre to prevent their collection of taxes and purchase of food to support the war.
- (4) Check the status of Special Police personnel and interrogator strength in the eight Provinces confirmed as having the most VCI (Quang Nam, Quang Tin, Quang Ngai, Binh Dinh, Dinh Tuong, Vinh Long, Kien Hoa, and An Xuyen) in order to reinforce and replace personnel in these locations.
- (5) Remind and guide National Police units to establish control dossiers and monitor the activities of ralliers who have returned to their homes and of persons released who were confined for offenses against national security.
- (6) Notify National Police units to detach interrogators to Province Chieu Hoi Centers in order to help them in the interrogation of Hoi-Chanh and detect false rallying.
- (7) Improve organizational and working methods to make technical operations more effective with priority to Planning Activities, Operations

CONFIDENTIAL

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Services and Province Interrogation Centers.

- (8) Place emphasis on special police basic training and supplementary training for personnel of the Central Intelligence Training Center and Intelligence Training Divisions of Directorates. Notify National Police units so that they may properly employ those personnel already trained in Special Police operations.
- (9) Take responsibility for intelligence training of Field Police personnel in Training Divisions of the Directorate and the Central Intelligence Training Center.
- (10) Coordinate with the Central Training Command and J2/Joint General Staff in order to instruct National Police units to provide intelligence training to RF, PF, and PSDF when requested.
- (11) All Special Police personnel must directly participate in the task of neutralizing the VCI.

d. Support Bloc.

- (1) Coordinate closely with the Phung Hoang Bloc in the task of neutralizing the VCI.
- (2) Form 19 additional platoons of Field Police for Districts which have no Field Police, replenish Field Police strength, provide equipment to Field Police units, grant priority to those in the eight Provinces confirmed as having the most VCI (Quang Nam, Quang Tin, Quang Ngai, Binh Dinh, Dinh Tuong, Kien Hoa, Vinh Long, and An Xuyen).
- (3) Form additional River Patrol Police units in Provinces having many waterways, with priority reserved to the eight Provinces listed above, and to localities having many rivers and where provincial security evaluation of hamlets is rated mostly category C (75% or higher).
- (4) Design a plan to reinforce Field Police in Districts having a very large surface area, to give effectiveness to the program of neutralization of the VCI. Also strengthen large and populous urban Centers in order to support the uniformed police and the Special Police in their work of population control and the prevention and control of disturbances.
- (5) Send at least two field policemen from each District Field Police platoon for intelligence training at the Directorate's Intelligence Training Division or the Central Intelligence Training Center at the Directorate General of National Police.
- (6) Continue sending Field Police cadre for training at Military Schools.

e. Phung Hoang Bloc.

- (1) Coordinate with the Special Police Bloc to devise a plan to destroy Communist tax and finance cadre.

CONFIDENTIAL

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- (2) Complete and improve the formation of Village Phung Hoang Committees. Grant priority to the eight Provinces confirmed as having the most VCI (Quang Nam, Quang Tin, Quang Ngai, Binh Dinh, Dinh Tuong, Kien Hoa, Vinh Long, and An Xuyen).
- (3) Pay special attention to and guide and assist the above eight Provinces and densely populated urban areas in the task of the maximum neutralization of the VCI.
- (4) Plan to form Phung Hoang Committees in wards and sub-wards when administrative organization in these places becomes standardized.
- (5) The monthly objective of neutralization of VCI is 1,200. The main target remains communist hard-core cadres of A and B categories.
- (6) Coordinate with the Ministry of Chieu Hoi and the Special Police Bloc to devise a plan for the employment of Hoi Chanh Armed Propaganda Teams in the neutralization of the VCI.
- (7) Continue developing the Phung Hoang Program to motivate all people to actively participate in the neutralization of the VCI.
- (8) Emphasize the training of personnel of Phung Hoang committees at various levels to gain greater effectiveness in the elimination of the VCI. At least 50% of Phung Hoang Committees' total personnel must receive training.
- (9) Complete the modernization of the system for preparing records, following up, and identifying the VCI.

g. Training Bloc.

- (1) Design a basic plan for the training of 30,000 newly recruited members according to the personnel requirements of 122,000 persons for the entire Branch.
- (2) Coordinate with and contact the National Training Center, Vung Tau to establish a Program in which at least 50% of the total of newly-recruited personnel will participate in a two-week training course at this Center to imbue them with the Nationalist Cadre spirit.
- (3) Remind the National Police Services to establish programs to send Chiefs of Village National Police sub-stations to training along with other village and hamlet officials at the Province Training Centers and Provincial In-Service Training Centers.
- (4) Continue organizing supplementary training courses for command echelons from district and above in order to complete training for all Chiefs of provincial NP Services and Deputy Chiefs of provincial NP Services and to provide training to 50% of the Chiefs of district NP stations and Chiefs of NP Offices and Sections.
- (5) Coordinate with the Police Bloc to design programs and have local elements train "Police students" organizations (school personnel and

CONFIDENTIAL

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students) in schools on the utilization of public roads/application of traffic control during the hours students are entering or leaving school.

h. Central Inspection Teams.

- (1) Continue periodic and unannounced inspections of National Police units to assist, guide, and control the execution of Central Directives and to evaluate the units' operation.
- (2) Continue technical guidance and assistance to Regional Inspection Teams so that these teams may inspect the provincial police services, district police services, and NP sub-stations at least twice this year (1971).
- (3) Organize study sessions and give guidance on the protection of classified material and installation security and to check security procedures.
- (4) Continue screening the National Police ranks to develop the people's confidence in the National Police Agencies.
- (5) Improve temporary detention camps and modernize systems for monitoring prisoners.

i. Directorate of National Police.

- (1) Guide recruitment and distribute newly-recruited personnel to the provincial police services according to criteria fixed by the Directorate General of National Police, and check the implementation of these criteria.
- (2) Assign manpower and relevant facilities in order to make operations efficient (grant priority to the Provinces confirmed as having the most VCI and to the densely populated areas).
- (3) Direct and guide operating units to speed up the organization of people's intelligence nets. Give special emphasis to the execution of this task in the PSDF.
- (4) Supervise the provincial Police Services in the completion of 100% of the control and classification of the population prior to June 1971.
- (5) Encourage and guide National Police Provincial Services, district police services and sub-stations to complete 100% of the establishment of control dossiers and monitoring of activities of Hoi Chanh and ex-convicts who were confined for offenses against national security.
- (6) Set up special programs and liaison with Province Chiefs to obtain assistance in personnel and facilities in order to complete 100% of the ID Card programs of the various provincial police services prior to June 1971.
- (7) Notify the provincial Police Services to regularly organize traffic campaigns and campaigns for the eradication of social vices. A necessary preparatory period must be allotted for study and the guidance of personnel. Specify the time for simultaneous initiation

CONFIDENTIAL

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of organized campaigns in any given area.

- (8) Complete the training for 100% of the total Chiefs of Village National Police stations.
- (9) Organize training on command techniques for Chiefs of the National Police at all levels. Provide training for 100% of the districts Chiefs and 50% of chiefs of offices and sections.
- (10) Take charge of the intelligence training given to NPFF members of District NPFF platoons. Coordinate with G-2 Corps Headquarters, for providing intelligence training to PF and RF soldiers when requested.
- (11) Continue inspections and provide guidance for the subordinate National Police provincial services, district services and village sub-stations at least twice a year.

k. Provincial National Police Service.

- (1) Conduct recruitment in conformity with the distribution table of the concerned Directorate. Two thirds of the total personnel strength of village sub-stations must be recruited in the village and hamlets and those who are recruited must have been recommended by either the Village Council or Hamlet Administrative Committee.
- (2) Improve the organization and personnel of Village National Police Sub-stations established by recruitment efforts. Continue to establish National Police Sub-stations in villages within 45 days after elections.
- (3) Play a main role in the neutralization of local VCI and guide all personnel to actively participate in this task.
- (4) Complete the organization of the people's intelligence nets, especially within the PSDF.
- (5) Establish control dossiers and monitoring procedures to follow Hoi Chanh and ex-convicts who were confined for offenses against national security.
- (6) Continue the detachment of special Police Interrogators to the Province Chieu Hoi Center for interviewing Hoi Chanh and detecting false rallying.
- (7) Effect liaison with the Province Chief to obtain assistance in personnel and facilities for the ID Card program so that this program can be 100% completed prior to June 1971. Suggest the use of sanctions against the people between 15 years of age and older who have not yet been issued a laminated ID Card in the areas for which the ID Card program has been completed. Make public announcements of completed ID cards so that the concerned people can receive their new ID cards.

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- (8) Conduct round the clock mobile patrols in areas of responsibility for timely intervention in any crime committed and highlight that the presence of policemen is everywhere.
 - (9) Regularly open traffic campaigns and campaigns to eliminate social vices in order to improve the use of the public roads and to create stability among people.
 - (10) Coordinate with the Sector S-2 to provide training to RF and PF units.
 - (11) Replace RF/PF in the protection of security for the people in completely pacified areas in coordination with PSDF so that RF/PF units can conduct operations outside these areas.
 - (12) Coordinate with and guide the PSDF in conducting patrols, protecting security for administrative agencies, communications works, and in supporting police-operations.
 - (13) Estimate the supplementary training requirements for district police services and Chiefs of offices and sections. Adhere to the policy of sending personnel for training to the National Police Directorate and the Training Center of National Police General Directorate.
 - (14) Establish liaison with the Province Headquarters to send Chiefs of village sub-stations to the Province In-Service Training Center for training along with Village and Hamlet officials.
 - (15) Conduct regular inspection tours of district services and village sub-stations and assist and guide them in their respective operations.
1. District National Police Service.
- (1) Supervise and guide village National Police sub-stations to complete village population control and classification.
 - (2) Complete the establishment of control dossiers and monitoring procedures to follow Hoi Chanh and ex-convicts who were confined for offenses against national security.
 - (3) Neutralize the maximum number of VCI in the District, with the support of RF, PF, and PSDF.
 - (4) Complete the organization of the people's intelligence nets especially within the PSDF.
 - (5) Coordinate with, and guide, the PSDF in patrols and provision of security for public utilities and Village/Hamlet Administrative Officials.
 - (6) Actively coordinate and support friendly agencies in the People's Information Program and elections.

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- (7) Contact the District Chief requesting support of the ID card program at the district. Make public notice of completed ID cards so that the concerned people can receive their new ID cards.
- (8) Conduct regular inspection tours of subordinate sub-stations at least once a month for the purpose of guiding and assisting them in the enforcement of law, maintenance of security and order, organization of people's intelligence nets and in neutralization of village VCI.

m. National Police Village Sub-stations.

- (1) Complete the village population control and classification.
- (2) Establish village VC infrastructure dossier and neutralize the maximum number of these elements with the support of RF, PF, and PSDF.
- (3) Coordinate with PSDF, RD Cadre, and STRD Cadre in carrying out the tasks of completing a family census and the ID card program in the village.
- (4) Coordinate with, and guide PSDF in conducting patrols, laying ambushes, and protecting security for village installations and Villages and Hamlet officials.
- (5) Organize People's Intelligence nets in the village with Hamlet Chiefs, family inter-group leaders, and PSDF members.
- (6) Explain regulations to villagers before the law is enforced and applied to them.

2. Coordination:

- a. Closely coordinate with ARVN, Regional Force, Popular Force units for overall defense as well as for exchange of intelligence information, neutralization of VCI, control of movement, and checking enemy penetrations into the secure areas.
- b. Coordinate with Administrative Agencies, RD Cadre Groups, and STRDC Groups in the performance of population control and classification. Pay attention to preparing the voting list and slate in order to make timely detections of Communist elements who are trying to penetrate into our Administrative and elected systems.
- c. Cooperate closely with Chieu Hoi elements for the use of Hoi Chanhs in neutralizing VCI. Discreetly control and monitor returning Hoi Chanh, and help the Chieu Hoi elements discover false Hoi Chanhs.

Expedite the issuance of ID cards to Hoi Chanhs in order to facilitate the control of returning Hoi Chanhs.

- d. Coordinate closely with Economic agencies in exerting a tight control over national resources, thus preventing them from falling into the communists' hands. Abolish unnecessary check points to facilitate the transportation of

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food and merchandise.

- e. Coordinate closely with Information agencies in launching campaigns to enforce traffic regulations and eliminate social vices. Publicize the Phung Hoang and ID card programs, the advantages of the People's intelligence net and information on laws and regulations.
- f. Work shoulder to shoulder with PSDF to guide this force in the protection and control of security in densely-populated areas of Government buildings, and in support of NP operations such as the ID card program, the neutralization of the VCI and the organization of people's intelligence nets.

3. Planning and Reports.

- a. Planning. The detailed Community-Defense and Local Development Plan of NP Directorates and Services must be forwarded to GDNF no later than 15 January 1971 for review.
- b. Reports: Beginning 1 March 1971, the NP Provincial Services and Directorates must send their monthly reports to GDNF so that the latter can follow up all activities and solve difficulties encountered during the implementation of the 1971 Community Defense and Local Development Plan.

IV. GOALS.

A. NATIONAL

- 1. Recruit 30,000 additional personnel to bring total NP personnel strength in 1971 to 122,000. Those newly-recruited personnel must have a high dedication to service and be carefully trained in techniques. Recruitment priority will go to local inhabitants, including the Ethnic minorities, who after training will return to their native places for assignment. Two thirds of the total Village NP Sub-station personnel must be recruited in the local village and hamlets and recommended by the Village Councils or Village Administrative Committees.
- 2. Strengthen the organization and personnel of 2,051 existing Village NP Sub-stations. At the same time additional Village NP Sub-stations will be set up within 45 days in Villages which have held elections.
- 3. In comparison with 1970, terrorism and sabotage incidents are to be reduced by 50% in areas undergoing pacification and by 75% in secure areas.
- 4. Complete the issuance of 3,175,489 ID cards to citizens aged 15 and older. Priority to MR 4.

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B. Goals assigned to Region (MR) National Police Directorates.

1. Strength:

Region	Authorized Strength	Actual Strength	To be Added	Remarks
NF Directorate MR 1	16,075	12,554	3,521	(1) In the supplementary phase, it is expected to recruit 4,075 members. So, in this plan it is planned to recruit an additional 30,000 members to raise the strength of the entire National Police to 120,000 members.
NF Directorate MR 2	20,894	13,121	7,773	
NF Directorate MR 3	19,872	13,655	6,417	
NF Directorate MR 4	32,340	18,938	13,402	
Prefecture	18,131	16,136	2,000	
DGNP and training centers	14,683	13,721	962	
Total:	122,000	87,925	34,075	

2. Strengthening and establishment of additional Village Police Sub-stations.

Region	Total Villages	Village Police sub-stations already established which are to be improved	Village Police sub-stations to be established
NP Directorate MR 1	461	423	38
NP Directorate MR 2	568	564	4
NP Directorate MR 3	385	380	5
NP Directorate MR 4	737	684	53
Total:	2,151	2,051	100

3. Reduction of terrorism and sabotage

Unit	Monthly Goal	Annual
Prefecture	5	50
MR 1	90	1075
MR 2	169	2030

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MR 3	111	1335
MR 4	126	1520
Total:	501	6015

4. Issuance of ID Cards.

Region	ID Card Program		
	Population to be Issued ID Cards	ID Cards Issued by the End of the 1970 Supplemental Phase	ID Cards to be Issued under 1971 Community Defense and Local Development Plan
NP Directorate, MR 1	1,942,916	1,071,617	870,299
NP Directorate, MR 2	1,959,514	1,390,433	569,081
NP Directorate, MR 3	2,111,980	1,931,676	180,244
NP Directorate, MR 4	3,913,520	2,671,091	1,242,429
Capital NP			
Directorate	1,433,185	1,120,749	312,436
Grand Total	11,360,055	8,185,566	3,175,489

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Appendix D: Protection of the People Against Terrorism

I. GENERAL.

- A. In 1971, first priority is given to the "Phung Hoang Plan" which is designed to coordinate, guide, and supervise all efforts of military and civilian intelligence and operational agencies in the neutralization of the Viet Cong Infrastructure (VCI).
- B. The Phung Hoang Plan is long-range and continuous. It is designed to operate not only in wartime but will continue to be operational when peace or ceasefire is attained, because the VCI cadre will still conceal themselves among the people to carry on sabotage, insurrection, and harassment of innocent people.
- C. The principal operational agency of the Phung Hoang Plan is the National Police. All military forces and other member agencies are responsible for providing support to the National Police to fulfill their mission. Close collective coordination of activities by all agencies concerned will permit an early restoration of peace with freedom and independence.

II. CONCEPT.

- A. In 1971, the districts and villages will remain the basic echelon responsible for dealing directly with all activities of the VCI.
- B. Priority targets will be key VCI elements, especially finance/economy, sapper, com-mo/ liaison, troop proselyting cadre, and the subordinate echelons of the Communist Provisional Government.
- C. Publicize the personal data and pictures of confirmed VCI who hold key positions in local VCI organizations.
- D. The local Phung Hoang centers will take an aggressive part in simultaneous, area wide operations by making blacklists available to operational units in order to screen the people and identify the VCI.

III. IMPLEMENTATION.

A. Basic Standards.

1. Improvement of Dossiers. All Phung Hoang committees will put emphasis on the preparation and maintenance of accurate political order of battle pertaining to local VCI organizations; improve the system of dossiers; and develop effective people's intelligence organizations in order to discover VCI organizations and individuals and neutralize them.
2. Community. All member agencies must adhere strictly to the spirit of inter-agency cooperation and the close coordination of forces in the collection of intelligence information on the VCI.

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Full advantage must be taken of all available forces and assets such as SP, PFF, G2, G3, MSS, RD Cadre, STRD Cadre, Chieu Hoi, APT's, VIS, PSYOP, Civic Action, PSDF, and RF/PF for collecting information, conducting operations against the VCI, and publicizing the Phung Hoang Program.

3. Developing and strengthening the Phung Hoang Committee Organization at Village, Ward and Quarter Levels. In 1971, we must complete the establishment of Village Phung Hoang Committees; already existing village Phung Hoang Committees should be strengthened by improving their operational techniques. This will aid in identifying and attacking VCI organizations and individuals in their operational areas and in keeping track of those families who have members among the VC. Dossiers on former VC offenders and returnees will be updated and monitored. The Prefecture, provinces, and cities must expedite establishment and/or improvement of the organization of ward and quarter Phung Hoang Committees. These organizations must keep abreast of all activity in the districts to ensure security for the people and fight VC terrorists.
4. Publicity of the Phung Hoang Plan. More aggressive activities are necessary to publicize the Phung Hoang Plan. This is necessary to make the people understand the purpose of Phung Hoang and the advantages to be derived from it for themselves and their families, to induce them to support the government in the neutralization of VCI. Public information facilities, including radio and television, should be utilized to the maximum extent possible to publicize the personal data, including pictures of important VCI cadre and their status of neutralization. Posters, leaflets, cartoon booklets, etc., which show the purpose and advantages of the Phung Hoang Program in protecting the people against terrorism, must continue to be distributed to the villages and hamlets. In addition, and in order to expedite this task, photographs and biographic data of wanted VCI cadre should be widely published in daily newspapers and other media if possible, with the support of the Ministry of Information and the General Political Warfare Department.
5. Training. In 1971, the Military Regions will continue to conduct Phung Hoang training at the MR Training Centers of the Training Divisions of the National Police Regional Directorate. To ensure uniform instruction, a National Phung Hoang Training Center will be established to conduct refresher courses for Phung Hoang officials throughout the country from district level upward.
6. Equity and Law. In order to gain the confidence of the people and their support for the Government's program to neutralize the VCI, all personnel working with Phung Hoang must closely adhere to the policy of treating the population and the VCI detainees with a sense of high respect for the law and not abuse their authority in their performance of duty. Consequently, Phung Hoang committees of all echelons must concentrate on the following points in 1971:
 - a. Cooperation and coordination with village, hamlet, ward, and quarter officials when performing missions in their areas, to include notification of these officials regarding the disposition of any people arrested.
 - b. Screening should be performed quickly, humanely, and fairly with emphasis on immediate release of innocent people without causing them undue trouble and annoyance.
 - c. Perfection of target dossiers. Arrests are to be made only when sufficient evidence and accurate information is available.

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- d. Province and City Security Committees must meet at least once a week (or more often depending on requirements) to consider detainee cases and sentence the VCI as appropriate.
 - e. Notification of detainee disposition must be made to the appropriate government echelons and agencies to ensure effective monitoring.
7. Measures Regarding VCI Cadre Arrested. The time limit prescribed by the Central Phung Hoang Committee for interrogation and investigation of detainees must be adhered to.

MOI Circulars #757-BNV/CT/A-13/M dated 21 Mar 69 and #2212-BNV/CT/A-13/M dated 20 Aug 69 must be strictly followed for proper classification of VCI and recommended An-Tri sentences.

All A and B category VCI who have been sentenced should be transferred from the Provincial Rehabilitation Center to Con-Son, Tan-Hiep, or Thu-Duc National Rehabilitation Centers without waiting for the approval of the Ministry of Interior.

B. Tasking.

1. Central Phung Hoang Committee. Encourages, supervises, and guides the activities of all Phung Hoang Committees in the implementation of the Plan.

Monitors all changes in the overall VCI situation and initiates short-term campaigns or other appropriate reaction measures for local Phung Hoang committees.

Cooperates closely with member agencies to prepare appropriate programs of action, emphasizing the exchange of information and the publicity of the Phung Hoang program.

2. Military Region Commanders and Military Region Phung Hoang Committees. Determine the VCI neutralization quota of each province and city, based on the local situation, capabilities, past achievements, and the number of identified VCI.

Supervise and instruct all chiefs of member agencies and commanders of military and paramilitary units to coordinate their activities and support Phung Hoang within their areas of responsibilities, particularly in the collection and exchange of intelligence.

Constantly inspect, oversee, and guide the implementation of Phung Hoang by provinces and districts. Instruct province and district chiefs to work actively for Phung Hoang and ensure that province chiefs convene the Province Security Committee once a week.

Instruct military units to coordinate activities with local Phung Hoang Committees. Arrest and detention of civilians suspected of working for the communists must be reported to the local prosecutor.

Establish a VCI order of battle book of VCI in the military region and provide a copy to the Central Phung Hoang Committee.

Publicize personal data and pictures of confirmed VCI occupying key positions in local VCI organizations (Re: Circular No. 3587/P. Th. T/BDPT/CT promulgated

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on 18 Nov 70).

3. Province Chiefs and Provincial Phung Hoang Committees. Convene the Province Security Committee at least once a week, or more often depending on the number of detainees, in order to process and sentence detainees on a timely basis and eliminate the backlog of unsentenced detainees.

Instruct chiefs of Province Phung Hoang member agencies to be more active in the collection and submission of information concerning VCI and in their support of Phung Hoang. Agency chiefs will personally attend the weekly Phung Hoang meetings chaired by the Province Chief.

Organize mobile inspection and training teams and send them to districts, villages, wards, and quarters to provide supervision, training, and guidance on operational techniques.

Instruct all district chiefs to collect photographs for the maintenance of a VCI order of battle photo book by province, one copy of which will be sent to the Military Region Phung Hoang Committee.

Emphasize the establishment of VCI dossiers on the standardized forms and submit reports on time.

Effect proper coordination with all appropriate local agencies and operational units.

Publicize personal data and pictures of confirmed VCI cadre occupying key functions in local VCI organizations (Re: Circular No. 3587/P. Th. T/BDPT/CT promulgated on 18 Nov 70).

4. District Chiefs and DIOCCs. Consolidate and develop the people's intelligence organization; improve VCI dossiers, card files, charts, and other intelligence tools in order to develop and maintain an accurate current analysis of the VCI activity in the district.

Completely neutralize the VCI in the specified number of villages and hamlets within the district and conduct at least three Phung Hoang operations per week specifically targeted against selected VCI.

Exploit to the maximum extent the information provided by prisoners, Hoi-Chanh, and captured documents. Use this information to update dossiers and/or conduct rapid response neutralization operations.

Provide support and operational guidance to village Phung Hoang Committees which have been established and complete the organization of village Phung Hoang Committees in the remaining villages.

Organize mobile training teams and send them to villages, wards, or quarters to provide respective officials with guidance on Phung Hoang operations.

Put special emphasis on the publicity of the Phung Hoang program.

Effect proper coordination with all appropriate local agencies or operational units.

Make maximum use of APTs and Chieu Hoi teams to publicize Phung Hoang in

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villages and hamlets, and to contact the relatives of VCI so that these relatives will induce the VCI to rally and to participate in Phung Hoang operations to identify VCI cadre.

Publicize personal data and pictures of confirmed VCI occupying key positions in local VCI organizations (Re: Circular No. 3587/P. Th. T/BDPT/CT promulgated on 18 Nov 70).

5. Village Chiefs and Phung Hoang Committees. Actively supervise operations of Phung Hoang Committees at village level.

Coordinate with all concerned agencies in the village to increase operational efficiency and to collect VCI information.

Establish files classifying the population in villages, particularly the families having relatives. Keep the files current and include former Communist detainees and ralliers who have returned to their villages and hamlets.

Closely cooperate with forces operating at village level, furnish VCI listings, and participate in screening suspects in order to identify VCI.

C. Coordination.

All member agencies must apply the spirit of community cooperation in the neutralization of the VCI, organize internal training sessions to make all subordinate cadre fully knowledgeable of Phung Hoang, and encourage more active participation in the Phung Hoang Program.

Representatives of member agencies must contact the concerned Phung Hoang Centers regularly to exchange intelligence information, receive information requirements, and respond to the requirements expeditiously.

Member agencies should limit to the maximum extent the replacement of Phung Hoang representatives, except in cases where they are appointed to a higher position. Each military region, province, and city should carefully study this plan in order to establish their implementing plan. The member agencies of local Phung Hoang committees must coordinate closely to suggest ideas for correction of deficiencies encountered in the past year (1970) in order to strengthen organizational structures and at the same time to increase operational efficiency.

Fully implement Memo #0770/UBPHTU of 30 Jun 70 aimed at ensuring complete coordination of operations on province/district boundaries and exchange information, including blacklists, among neighboring provinces, and villages.

VCI information must be exploited rapidly to inflict maximum losses on the VCI. Special attention should be given to the collection of accurate information in order to perform the operations with the smallest possible force.

The province chiefs should insure that the subordinate district chiefs have adequate and appropriate reaction forces with which to exploit intelligence information. The VN Military forces and allied forces operating in local areas should coordinate closely with concerned Phung Hoang Centers and transfer captured VCI to local authorities for exploitation.

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The unit commanders of member agencies of Phung Hoang Committees should strongly support close coordination in order to furnish the necessary requirements and instruction to subordinate echelons to ensure that they increase their activities in the collecting and furnishing of information concerning the VCI.

D. Reports.

The Phung Hoang Centers at military region, capital, province, and city levels should submit the following reports accurately and by the suspense date fixed by the Central Office:

1. Computer report on "VCI neutralization" and the VCI biographic report.
2. Monthly written report.
3. Reporting: The capital, provinces and cities should send the aforesaid reports by courier to military region by the first of following month at the latest. The military region should consolidate these reports and ensure that they arrive by courier at the Central Office no later than the 5th of the following month.
 - a. The weekly report will be submitted by telegraph (using communication facilities of National Police).
 - b. Additionally, after each phase, Phung Hoang Committees of military regions, provinces, and cities should consolidate the results obtained in that phase and identify the outstanding individuals and units that should be rewarded. At the same time, strong and weak points should be pointed out and recommendations made for appropriate measure for improvement. A report on this will be sent to the Central Office 15 days after the end of each phase.

IV. GOALS.

A. VCI Neutralization

To assure the accomplishment of their assigned goals each MR Phung Hoang Committee must carefully consider the following factors in prescribing monthly neutralization goals for provinces and cities of the MR: local VCI situation, capacity and performance of the subordinate Phung Hoang Committees. The monthly VCI neutralization goals are prescribed numerically; however, each Phung Hoang Committee must aim for quality as well as quantity in seeking to attain the goals.

The Phung Hoang Committee at each echelon will maintain an accurate analysis of their corresponding VCI organization and the key cadre thereof (e.g., the province Phung Hoang Committee will be knowledgeable of the VC province level officials, the district that of the district VCI, and village that of the VC village officials).

Districts must put emphasis on the neutralization of Communist cadre of district level, while the provinces must aim at the VC province party committee, and the MRs at COSVN and the Communist provisional government.

In 1971 the main objective of the Phung Hoang Plan will continue to be category A and B key Communist cadre.

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Emphasis will be placed on quality rather than quantity in prescribing the goals for neutralization of the VCI. The monthly neutralization goal for the country is fixed at 1,200 VCI cadre, allotted as follows:

MR 1 - 300 VCI monthly (150 sentenced).
 MR 2 - 200 VCI monthly (100 sentenced).
 MR 3 - 200 VCI monthly (100 sentenced).
 MR 4 - 500 VCI monthly (250 sentenced).

VCI are counted as neutralized when they are (1) killed, (2) rallied, (3) captured and sentenced for a period of at least one year. Those who are referred to military courts for prosecution will be counted as neutralized (sentenced). Of special note during 1971, 50% of the total neutralization goal must be represented by VCI sentenced.

B. Villages in which VCI are Completely Neutralized.

In addition to the goals previously established for 1970 (841 villages) Phung Hoang committees at all levels will strive to increase their activities to enable the complete elimination of VCI from an additional 25% of the remaining villages.

C. Confirmation of VCI.

In Phase I, Phung Hoang Committees at all levels will give emphasis to the confirmation of identified VCI suspects. Efforts will be made to collect information that will confirm at least 30% of the identified VCI suspects estimated to exist at the start of the plan.

D. Phase I/1971 Goals (1 March 1971 - 31 August 1971):

<u>MR</u>	<u>VCI NEUTRALIZATION</u>	<u>VCI TO BE CONFIRMED</u>	<u>VILLAGES IN WHICH VCI ARE TO BE COMPL. NEUTRALIZED</u>
MR 1	1,800 (900 sentenced)	700	70
MR 2	1,200 (600 sentenced)	1,500	70
MR 3	1,200 (600 sentenced)	1,500	50
MR 4	3,000 (1,500 sentenced)	2,000	100
TOTAL	7,200 (3,600 sentenced)	5,700	290

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX I: LOCAL SELF-DEFENSE

Appendix E: Chieu Hoi

I. GENERAL.

- A. In upholding its tradition of Greater National Unity, the government of the Republic of Vietnam has promulgated the Chieu Hoi program in an attempt to reduce the bloodshed of the Vietnamese people and to bring a rapid end to the war provoked by North Vietnamese Communists.
- B. As of late October 1970, 168,303 communist cadre and soldiers have rallied to the just cause of the nation. Twenty eight-thousand ralliers were received in the first ten months of 1970 alone.
- C. Satisfactory achievements of the past are chiefly attributed to the following:
 - 1. Attainment of the objectives of the Pacification and Development Plans.
 - 2. Permanent pressure of the RVNAF and Allied Forces on all battlefields.
 - 3. Effectiveness of propaganda activities in support of the policy of Greater National Unity and the psychological warfare offensives jointly conducted by the Ministry of Chieu Hoi and all civilian and military psychological warfare agencies of the Republic of Vietnam and its allies.
 - 4. Increased participation by the people in Chieu Hoi inducement and rehabilitation activities.
 - 5. The morale of the enemy cadre and soldiers has been adversely affected by their serious defeats on all battlefields and their serious problems in strength replenishment and in the supply of weapons and provisions.
 - 6. All military, civilian, and administrative personnel have actively and correctly implemented the Chieu Hoi Policy in their inducement, reception, security, and rehabilitation activities.
- D. Considering the growth of our forces and the progressive weakness of the enemy's force, the Chieu Hoi operation will greatly contribute to the 1971 Community Defense and Local Development Plan.

II. CONCEPT.

- A. The purpose of the Chieu Hoi Program is twofold: to decrease our enemy's potential and to increase ours. This purpose cannot be achieved unless we obtain the direct participation of the people in the Chieu Hoi Program in addition to the efforts of the Ministry of Chieu Hoi and its friendly agencies to effectively conduct the inducement, reception, security, and rehabilitation tasks.

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B. Therefore, these basic objectives of the Chieu Hoi Program remain valid:

1. Publicize the Chieu Hoi Policy and urge enemy cadre and soldiers to rally.
2. Exploit information on the enemy volunteered by ralliers.
3. Help ralliers to create a new life and to be fully reinstated in the national community.
4. Motivate and provide opportunity for ralliers to contribute their abilities to the anti-communist struggle and to nation building.
5. Guarantee ralliers' security.

III. IMPLEMENTATION.

A. Inducement activities.

1. Guidelines.
 - a. Give wide publicity to the Chieu Hoi Policy.
 - b. Encourage civilians, servicemen, civil servants, cadre, ralliers, and especially those families whose members have joined the Communists to call on the Communist Cadre and soldiers to rally.
2. Planned tasks:
 - a. Improve overt propaganda activities: radio and television broadcasts and propaganda publications.
 - b. Make full use of new ralliers in the appeal to former comrades to rally.
 - c. Effectively employ Chieu Hoi Armed Propaganda Cadre to:
 - (1) Coordinate Armed Propaganda activities with the District Intelligence and Operation Coordination Centers in order to proselytize families whose members are serving as members of the enemy infra-structure. District Intelligence and Operation Coordination Centers must furnish Armed Propaganda Teams with the lists of members of the enemy infra-structure and their families.
 - (2) Organize Special Armed Propaganda Platoons of ralliers and employ them in Psychological Warfare and Chieu Hoi operations against North Vietnamese infiltrators.
 - d. Organize ralliers' lecturing teams. Hold regular lectures by ralliers on the true nature of the Communist regime and on the Chieu Hoi Policy before people's groups, People's Self-Defense Forces training courses, military units, and communist prisoners. Coordinate ralliers' lectures with culture drama programs.
 - e. Support of Chieu Hoi inducement operations in Villages and Hamlets by PSDF. As a popular organization and a very important manpower resource,

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the People's Self-Defense Forces can persuade the families of Communist followers in Villages, Hamlets, Wards, and Sub-wards to call on their misled family members to rally to the national cause.

- f. Conduct Chieu Hoi Campaigns. Organize a ceremony for reception of the 200,000th rallier.
- g. Uphold the personal prestige of high-ranking ralliers and provide them with assistance to demonstrate the fairness of the Government's policy toward ralliers.
- h. Propagate the Chieu Hoi Policy abroad.
 - (1) Send Chieu Hoi documents and publications to RVN Embassies abroad.
 - (2) Organize visits to Chieu Hoi institutions for the foreign press corps and VIPs to permit them to understand our Chieu Hoi Policy and the true nature of the Communist regime through their contacts with ralliers.
 - (3) Send ralliers' delegations abroad for publicity of the Chieu Hoi Policy and the just cause of our nation.

B. Reception and Security activities.

1. Guidelines.

- a. Remove the feeling of culpability and suspicion from the mind of ralliers during their first contact with us.
- b. Improve living conditions in, and administration of, Chieu Hoi Centers.
- c. Concentrate on the defense of Chieu Hoi Centers against enemy subversive plots.
- d. Improve political indoctrination in order to inspire ralliers with a nationalist and non-communist spirit.
- e. Pay special attention to the confirmation and classification of ralliers.
- f. Improve the exploitation and verification of information on the enemy.
- g. Complete the census of and continue to follow the ralliers released to go home and continually update the record of their status.

2. Planned operations.

- a. Give an initial warm welcome to ralliers.
- b. Minimize the time for transfer of ralliers from their original receiving points to Chieu Hoi Centers.
- c. Completely repair and furnish 53 Chieu Hoi Centers at Province, City, MR, and national levels.

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- d. Strictly abide by the principle of organizing ralliers to be materially self-sufficient in the Chieu Hoi Centers.
- e. Promptly procure and provide material benefits and case awards to ralliers.
- f. Expedite the issuance of laminated identity cards to ralliers who must be given temporary ID cards when leaving Chieu Hoi Centers.
- g. Improve the political indoctrination of ralliers to maximize its effectiveness.
 - (1) Recruit 85 political instructors as authorized, and train 115 general instructors selected from among Armed Propaganda Cadre.
 - (2) Conduct training, in-service training, and refresher training for political instructors and general instructors.
 - (3) Correct and update political indoctrination materials to adapt them to the political background of each category of ralliers: low, middle and high ranking.
 - (4) Conduct political instructions in the field.
- h. Make effective use of the information on the enemy volunteered by ralliers.
 - (1) In addition to the exploitation of tactical intelligence for military operations which has been accomplished satisfactorily, special attention must be paid to the exploitation of intelligence on the enemy infrastructure.
 - (2) Police must be attached to Chieu Hoi Centers to interview ralliers.
 - (3) Train Armed Propaganda Cadre on methods of approaching new ralliers in order to help interrogators to obtain the maximum amount of information on the enemy.
 - (4) Contact must be maintained on released ralliers by District Intelligence and Operation Coordination Centers in order to obtain information and indications from them to be used in neutralizing communist infrastructure agents.
 - (5) Enemy Situation reports must be immediately distributed to all Intelligence Agencies.
- i. Increase effectiveness of the detection of false ralliers; check and update the record of the status of released ralliers and monitor their political viewpoints. This is primarily the task and responsibility of special police personnel working under the Central Committee for Reception of ralliers.

G. Rehabilitation activities.

1. Guidelines:

- a. Create favorable conditions for ralliers so they may be reinstated in the National Community.

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- b. In order to meet the needs of ralliers, who are peasants for the most part, vocational training for ralliers will center on agricultural techniques in addition to handicraft and industrial training. Handicraft and industrial training is given to ralliers on an optional basis only.
- c. Employment of ralliers in government agencies must be based on these two criteria: possession of qualifications corresponding to the needs of the civil service; and, a reliable nationalist conviction.
- d. Follow closely the status of released ralliers in order to assist them when necessary.

2. Planned operations.

- a. During their stay at the Chieu Hoi Center, ralliers will be trained in farming and animal husbandry techniques.
- b. Increase vocational training activities for ralliers.
- c. Recruit ralliers who are North Vietnamese infiltrators in order to activate special Armed Propaganda units.
- d. Recruit ralliers as political instructors.
- e. Recruit as Chieu Hoi Cadre, those ralliers who are over 38 years old and meet established criteria and standards.
- f. Recruit ralliers for Mobile Popular Force units, Regional Force (Political Warfare Companies), and Regular Force units.
- g. Recruit ralliers with appropriate qualifications for National Police and other government agencies.
- h. Employ ralliers in lecture teams to give lectures on the true nature of the communist regime and to give publicity to the Chieu Hoi Policy.
- i. Send Hoi Chanhhs abroad to publicize the Chieu Hoi Policy and the just cause of the nation.
- j. Provide training and in-service training for vocational instructors selected from ralliers.
- k. Establish Employment Committees for ralliers at province, MR, and central levels.
- l. Study and implement cultural and specialized methods for the rehabilitation of ralliers.
- m. Encourage ralliers to participate actively in People's Self-Defense Forces.
- n. Check and update the record of the status of ralliers resettled in Hamlets, wards and sub-wards.

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- o. Establish a liaison system between the Chieu Hoi Administration and released ralliers.

IV. REPORTS.

- A. Province Chieu Hoi Service will use a special reporting system to submit monthly and weekly reports to the Ministry of Chieu Hoi.
 1. Report by special radio message the reception of high ranking ralliers, mass rallyings, special incidents such as sabotage of Chieu Hoi installations, important results achieved by Armed Propaganda units, discovery and destruction of weapons caches or logistical depots due to information provided by ralliers, etc.
 2. Report by radio message every Saturday afternoon, the general status of reception of ralliers to include classification of ralliers.
 3. Report monthly, using the report form prescribed by the Ministry of Chieu Hoi, the general nature of Chieu Hoi operations and achievement in the month.
 4. Copies of reports must be forwarded to the prefecture, province, and city pacification councils and the offices of MR Chieu Hoi Representatives.
- B. In meetings held in the Military Regions, the prefecture, province capitals, or cities for review of pacification and development plans, officials in charge must fully report on all operations and achievements of the plan, and compare different phases, as follows:
 - Total of ralliers received by type.
 - Total of families whose members are communist followers and have been contacted and rallied by Armed Propaganda cadre, People's Self-Defense members, and other cadre, and the percentage of successful inducement operations.
 - Total of indoctrinated ralliers and total of indoctrination courses.
 - Total of ralliers trained in the techniques of agriculture and animal husbandry.
 - Total of ralliers receiving vocational training and total vocational training courses.

V. GOALS.

- A. In 1971, the goal is to bring 25,000 ralliers to the just national cause. Military Region's goals are:

MR 1	:	4,000
MR 2	:	2,000
MR 3	:	5,000
MR 4	:	14,000

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- B. Give political training to 100% of ralliers received in the year.
- C. Issue plastic covered ID cards to 100% of ralliers received in the year.
- D. Give vocational training on planting and animal husbandry to 100% of ralliers returning home who request the training.
- E. Train 71 vocational lecturers and 115 political instructors recruited from among the ralliers.
- F. Survey 100% of the ralliers who returned home.

VI. COORDINATION.

- A. To achieve the goals of 1971 and to implement scheduled tasks, requires coordination between the Chieu Hoi and military/civil agencies of the GVN and allied forces through the PDCs of all levels.
- B. In inducement there should be coordination of:
 - 1. Ministry of Information: Publicize the Chieu Hoi policy and employ the mobile cadres and village/hamlet Information Chieu Hoi cadre in propaganda efforts using radio, TV, movies, and printed Chieu Hoi inducement materials.
 - 2. Ministry of Defense/Central PolWar Office: Through the network of psy-war units, radio, TV, aerial broadcasting, leaflet drops, and outpost broadcasting. Publicize the Chieu Hoi policy and inducements. Create understanding between the ARVN servicemen and returnees. Supply printed propaganda materials.
 - 3. Ministry of Rural Development and Ministry of Ethnic Minority Development: Coordinate the publicity of the Chieu Hoi policy and inducement undertaken by the Chieu Hoi armed propaganda cadre,, RD cadre, and Ethnic Development cadre.
 - 4. Ministry of Interior/Director General of PSDF: Commit to the PSDF the task of supporting the Chieu Hoi inducement effort in villages, hamlets, city wards, especially in establishing contact with the families whose members support with Communists to induce them to rally.
 - 5. Ministry of Interior/Directorate General National Police/Central Phung Hoang Committee: In neutralizing VCI, (DIOCC provides information on and names of VCI cadre and their families to the APT cadre); and in coordinating the inducement plans to persuade VCI to rally to the government.
- C. In receiving returnees and providing security for them, it is necessary to coordinate with:
 - 1. MOI/DGNP, various local administrative echelons, JGS/J2: This coordination is needed for completing the processing and to receive and transfer the returnee promptly to the Chieu Hoi Center, interview and identify him to verify personal data, and to determine the circumstances of return to the government. Also, exploit information on the enemy situation, issue a permanent ID card or at least a temporary one within two months while at the Chieu Hoi center. Detach police personnel to Chieu Hoi Centers as specified in the SOP pertaining to the receiving of ralliers, 222/HT/CH dated 15 November 1968 by the Prime Minister.

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2. MOI/DGNP/JGS/J2/MSS, and the Central Intelligence Office: Within the framework of the Central Returnee Receiving Committee to plan and take security measures for the Chieu Hoi program.
- D. In giving political indoctrination to ralliers (documents and instructors), it is necessary to coordinate with MOI information (provincial VIS) and JGS (S5 of the Sector).
- E. In rehabilitating the returnee, it is necessary to coordinate with:
1. Ministry of Land Reform and Agricultural/Fishery Development: In teaching cultivation techniques to returnees received at Chieu Hoi Centers throughout the country.
 2. Ministry of Social Welfare: In supplying foodstuffs under the "Food-for-Peace" Program to returnees living in Chieu Hoi Centers to increase their rations and to those returnees who have been returned home and are in need of food.
 3. Ministry of Labor: In assisting the returnees to look for employment. Assisting to train 71 vocational instructors who are former ralliers and to vocationally train new ralliers.
 4. Ministries of Education, Public Health, Public Works, National Defense... : In planning and providing rehabilitation measures for ralliers who are originally technicians such as; doctors, engineers, professors, etc... trained by the Communist Regime, and former Communist military commanders.
- F. In carrying out the overall Chieu Hoi mission (propaganda/motivation, reception, rehabilitation, survey and updating the status of returnees who have been returned to their home villages), it is necessary to coordinate with the MOI through the village/hamlet, phuong/khóm administrative system.
- G. In training and giving in-service training to Chieu Hoi cadre, it is necessary to coordinate with:
1. Ministry of RD in sending 1,800 APT cadre to the 4-week training course and 300 Chieu Hoi members to the 2-week training course at the NTC in Vung Tau.
 2. Ministry of Ethnic Minority Development in sending Montagnard APT cadre to training courses at the National Training Center, Pleiku.
 3. Ministry of Interior in sending local cadre and personnel to basic administrative training courses organized at the province level.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX II: LOCAL SELF-GOVERNMENT

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX II: LOCAL SELF-GOVERNMENT

Appendix A: People's Administration

I. GENERAL:

In 1970 we have made considerable progress in the establishment of a sound basis for regional administration with decentralization of powers to local authorities in order to progress towards objectives of self-government, self-sufficiency and self-development.

From province down to village the administrative system has undergone a sweeping reform in order to improve its efficiency to the maximum. The democratization of local governments has been accelerated. The terms of city and province councils have been renewed by elections for the second time, elections characterized by the participation of local notables and personalities in a spirited contest and the exercise of voter prudence in the selection of their representatives.

More than 95% of villages and hamlets have been provided with elective governments working on the spot. Ninety-five percent of the posts of village and hamlet officials have been filled. More remarkable is the fact that the satisfactory progress of pacification has permitted a number of provinces to extend their control over and establish governments in some new villages and hamlets not anticipated by the 1970 Pacification and Development Plan.

While exploiting the good results achieved in 1970, we will work harder in 1971 to develop efficient and better administration, with unity of command, maximum efficiency in all fields, and harmony between all activities of the people and the government in order to advance rapidly toward self-development and self-sufficiency.

II. CONCEPT.

In order to achieve the 1971 national objectives we will concentrate all our efforts on the development of a local administrative machinery capable of self-government in all fields: efficient administration, developed economy and financial self-sufficiency. All officials and cadre will be thoroughly trained in administrative techniques, thoroughly familiarized with national policies and themes, and inspired with a high spirit of service.

A. Completion of the organization:

1. Complete elections in 100% of the villages and hamlets.
2. Assign all officials required for village and hamlet agencies.
3. Disseminate, explain and properly use the Village Management Book.
4. Form mobile teams headed by district and province chiefs to operate in villages and hamlets.

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5. Simplify all procedures and cut down the red tape.
6. Provide financial means to give substantial and constant support in order to expedite all projects, even if the budgets of agencies involved are not yet approved. Minimize pre-audit and rely on post-audit procedure.

B. Personnel Improvement.

1. All newly elected and appointed officials will participate in a basic training program.
2. Officials trained in Vung Tau will be given additional in-service training on administrative techniques in the provinces.
3. All province and district authorities must be trained. Their training program will center on the contents of government programs and their management.
4. Province and district chiefs must pay periodic visits to all villages and hamlets for the purpose of inspection, assistance and training of their subordinate officials.
5. Hold open, periodic meetings with the participation of local inhabitants to give them an opportunity to take part in the management of their villages and hamlets.

C. Local Budget Self-Sufficiency.

1. Increase the local use of taxes collected by the villages and improve tax collection procedures so that revenues will meet the needs and aspirations of villagers in the years to come.
2. Take effective measures to improve local revenue. In 1971, 200 villages will become entirely self-supporting, 300 villages, 50% self-supporting, and 500 villages, 25% self-supporting.

D. Publicity.

All programs, projects, and budgets must be given wide publicity among the population.

III. EXECUTION.

A. Tasking.

Local governments will carry out the following operations:

1. Hamlet and village elections.
 - a. New elections. After completion of the 1970 Pacification and Development Plan, an estimated 31 villages and 328 hamlets will still not have elected governments because they do not yet meet all the required conditions of population and other prerequisites for self-government.

In 1971 these villages and hamlets will be pacified and consolidated in order to meet all the conditions required for the organization of elections.

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In addition, the number of villages and hamlets holding new elections could increase if the survey of newly established villages and hamlets planned in early 1971 shows an increase in the total of surveyed villages and hamlets in this country.

- b. Supplementary elections: All provinces must be ready to hold supplementary elections for village councils and hamlet chiefs whenever a vacancy occurs in accordance with the regulations in force. (Articles 8 and 38, Decree 198-SL/DVHC, 24 December 1966.)
- c. Elections for the second term of office: The 3-year term of office for Village Councilmen and Hamlet Chiefs elected in 1968 will expire in 1971. The election for the second term of office of these positions will be held within a period from two weeks to two months prior to the expiration of the current term of office.

2. Staffing.

All Village Administrative Committees and Hamlet Management Boards must be fully staffed by properly using available manpower resources in order to stop the appointment of members of the Popular Forces as village and hamlet officials (except for the positions of military commissioner and military assistant) as well as the appointment of RD Cadre as village and hamlet officials. Screen the ranks of local cadre to eliminate undesirable elements, fence-sitters, and especially elements sympathetic to the communists.

In sparsely populated villages, Village Administrative Committees do not necessarily require a different individual for each position. Instead one man may concurrently hold several different positions depending on the demands of the job. A Village Administrative Committee will be regarded as fully staffed only if somebody is assigned responsibility for each position.

3. Village Management Book.

The Village Management Book must be fully understood and properly used by all Village Council Chairmen, Village Chiefs, and other related officials. Province authorities must constantly monitor the proper use of this book. Moreover, this book must be widely available so that anyone who is concerned about the village's management may examine its contents.

4. Establishment of Mobile Teams Operating in Village/Hamlet.

In order to supervise, assist, and guide villages and hamlets in implementing their plans, especially to monitor the implementation of development projects, mobile teams must be established in the Province with the Province Chief, Deputy Province Chief or Chief of PPDC/CC as the leader of the team. These will be composed of a number of technical service chiefs. Each mobile team will operate at village/hamlet at least once a week. At village/hamlet the team leader will coordinate the activities of team members who, each in his sphere of responsibility, will contact the village/hamlet officials concerned to review their works in order to:

- guide them and correct deficiencies if any;

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- Record (to report to higher echelon) or resolve problems in place if possible;
- Supervise and expedite completion of projects which are behind schedule;
- Plan priority activities to be conducted in the forth coming days;
- Consolidate deficiencies and determine if additional training is necessary.
- Send a mobile instructors' team to the village/hamlet to give supplementary training to the concerned officials.

5. In order to simplify procedures and reduce paperwork the Prefecture, Provinces and Cities will make a study of presently used local administrative procedures and record all deficiencies and out-of-date procedures which are not appropriate to the present situation and slow up the administrative mechanism and otherwise prevent effective and rapid service to the people. Recommendations are to be made for improving and simplifying procedures in order to effectively serve the people.

6. Local Budget Sufficiency.

Improvement of the tax system must be accelerated in order to increase the revenues available for local budgets, and also to improve the collection of taxes in order to provide financial means for development programs.

In 1971 efforts must be made to achieve the following:

200 villages to be completely self-sufficient

300 villages to be 50% self-sufficient

500 villages to be 25% self-sufficient

Until the budget of the new fiscal year is approved, all agencies must receive an initial allocation of sufficient funds in order to continue work without losing momentum. Pre-audits will be minimized and maximum reliance placed on post-audits.

7. Publicity.

All programs, projects and budgets of the government must be made public knowledge. This publicity will help the people to thoroughly understand their rights and responsibilities and prevent cases of malfeasance and injustice.

Use must be made of posters and information bulletins or displays of pictures and documents relating to the programs, projects and budgets at public buildings and community centers.

8. Training.

a. Training at the Vung Tau National Training Center:

- (1) Nine training courses will be organized at NTC, Vung Tau for the following:

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- All commissioners for taxation and commissioners for Economy and Finance.

- All chairman of Village Councils, Village Chiefs, Deputy Village Chiefs in charge of administration, Deputy Village Chiefs in charge of security, and Hamlet Chiefs in the following cases:

- Have not been trained at NTC, Vung Tau in 1969 or 1970.

- Have been elected or appointed at newly-established villages and hamlets.

- Have been newly elected or newly appointed for replacement of officials whose term of office will expire in 1971.

Schedule for organization of training courses is fixed as follows:

<u>Course</u>	<u>Opening Day</u>	<u>Closing Day</u>
1/71	1 March 1971	29 March 1971
2/71	5 April 1971	3 May 1971
3/71	10 May 1971	7 June 1971
4/71	14 June 1971	12 July 1971
5/71	19 July 1971	16 August 1971
6/71	23 August 1971	20 September 1971
7/71	27 September 1971	25 October 1971
8/71	1 November 1971	29 November 1971
9/71	6 December 1971	3 January 1972

About 500 students will attend each course.

The training program will emphasize taxation, budgets and people's information, so that students can have sufficient capability to play a leadership role in their home areas in order to progress to self-government in 1971 and the following years.

(2) Five training courses will be organized at NTC, Vung Tau for all Village Commissioners for Social Welfare and Culture on the following schedule:

<u>Course</u>	<u>Opening Day</u>	<u>Closing Day</u>
1/71	1 March 71	15 March 71
2/71	22 March 71	5 April 71
3/71	12 April 71	26 April 71

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4/71	3 May 71	17 May 71
5/71	24 May 71	7 June 71

About 420 students will attend each course.

In addition to the technical subjects relating to the duties of these Commissioners, the training program will reserve a number of hours for presentation of people's information subjects.

- (3) Nine training courses will be organized at NTC, Vung Tau for Deputy Hamlet Chiefs for Security in order to provide them with enough capability to accelerate local self-defense.

About 1,100 students will attend each course which will last four weeks.

Schedule for organization of these courses is similar to the schedule for organization of nine training courses mentioned in Item (1) above.

b. Training at the National Training Center, Pleiku.

With the purpose of obtaining better results in the training of officials of Montagnard villages and hamlets (except for Nung and Cham villages and hamlets), the following Montagnard officials will receive training at the National Training Center, Pleiku: Chairmen of Village Councils, Village Chiefs, Deputy Village Chiefs for Administration, Deputy Village Chiefs for Security, Commissioners for Taxation, Commissioners for Economy and Finance, Commissioners for Social Welfare and Culture, Hamlet Chiefs, and Deputy Hamlet Chiefs for Security.

Montagnard officials who have been trained at the NTC, Vung Tau will also be sent to the National Training Center, Pleiku for attending refresher courses. Training priority will be reserved to Village Chiefs, Commissioners for Taxation, Commissioners for Economy and Finance, and Hamlet Chiefs.

Training subjects for the village and hamlet Montagnard officials at the National Training Center, Pleiku will be similar to training subjects provided village and hamlet Vietnamese officials at NTC, Vung Tau but Montagnard dialects will be used in teaching at the National Training Center, Pleiku.

c. Training in Provinces.

(1) Training Courses.

- (a) Provinces will be charged with the training of village and hamlet officials who are not sent for training at the NTC, Vung Tau. These officials are:

Military Commissioners

Commissioners for Agriculture and Land Reform

Commissioners for Civil Records

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Village Chief Clerks

Village Clerks

Village Service Members

Deputy Hamlet Chiefs for Administration

Hamlet Military Assistants

Village and Hamlet Information Cadre

- (b) In-province training subjects will go deep into technical fields to include finance, taxation, security, civil records, information, agriculture, land reform, etc., so that officials of each element can thoroughly understand their duties. Additional hours will be specially reserved for subjects relating to taxation and people's information. For new officials, the provinces must make arrangements for them to attend a basic course, that is, a course on General Administration, immediately after they have been elected or appointed, in order to help them to gain a general concept on the duties they must execute.

The duration of each course is as follows:

Training course on General Administration: from 7 to 10 days.

Training course on technical matters: from 4 to 6 days.

Seminar session: not exceeding 5 days.

For the seminar to achieve satisfactory results, the province should organize in such a way that:

- General subject training classes have no more than 60 students;
- Technical training classes have no more than 30 students;
- The number of participants in the village council members' seminars may vary according to training requirements.

- (c) In addition, the provinces will organize supplementary courses for village and hamlet officials already trained at NTC, Vung Tau. The training of these officials will be carried out in the same way as mentioned above. The duration of the supplementary training courses is similar to the training period for technical training courses.
- (d) As scheduled, the total training courses and seminar sessions to be locally organized in 1971 will be about 500 courses with about 50,000 students. It is important that the in-province training schedule for village and hamlet officials be closely matched with the requirements and capabilities of the province in order to prevent too large a disparity between the number of courses planned and the number of courses actually organized.

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Except for cases of absolute necessity, each training course or seminar session planned for a specific period must be conducted within this period so that training of local cadre and officials is regular and continuous.

(2) Mobile Instructor Teams.

- (a) In 1971, based on its area and population, each province will organize an additional Instructor Team whose strength varies from 8 to 12 members. This Instructor Team will be called "The Province Instructor Team" and placed under the disposition of the Province Administrative Headquarters (Training and In-Service Training Center). Each Instructor Team consists of the following:

One Team Leader

One Assistant Team Leader

One Program Cadre

One Organization Cadre

One Training Aids Cadre concurrently in charge of training documents.

A Study Cell including three cadre for the smallest team and seven cadre for the largest team.

- (b) In general, the Province Instructor Team is responsible for assisting the Province In-Service Training Manager to organize the training and retraining of cadre of all branches in the Province, especially local officials.

Thus, with the purpose of obtaining maximum results in the training of cadre, in addition to local training and in-service training, the provinces must use these Instructor Teams in training in the villages and hamlets in order to give additional on-the-spot explanation to the local village officials so that they can gain a clearer idea of the lessons they may not have thoroughly understood during previous courses conducted in the province. In this case provinces must strictly carry out the following points:

1. Divide the detached instructors team into 2 or 3 small teams which can be sent to the villages to give additional training in place.
2. Supply transportation means so that they may visit many villages on each tour.

To attain maximum results from the mobile instructor team's the team leader should coordinate with his team members prior to going to a village to work. The team must:

- Study and determine what additional training is necessary for

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village/hamlet officials, through inspection reports and previous deficiency lists prepared by mobile inspection teams after their inspection tours in the area;

- Determine which officials need to be given additional training;

- Include in the additional training program the appropriate subjects to meet the training requirements determined from study.

- Prepare and update instructional documents;

- In supplementary training classes, the lecture portion will be reduced to the minimum while more time will be given to practical work. The instructors must guide the trainees until the latter can practice what they have been taught.

- (c) In addition the province and district chiefs must periodically visit village/hamlet to determine if village/hamlet officials are practicing what they have been taught at the training centers. If deficiencies are found, guidance and additional training will be given them.

- (d) Village and hamlets will periodically organize public meetings with participation of the people, so they may contribute to the management of village/hamlet.

9. The central government will provide guidance and support for local planning and project implementation.

a. The Ministry of Interior will:

- (1) Form at the Ministry level a committee to study local recommendations pertaining to the simplification of administrative procedures; prepare a draft and submit to higher authorities for promulgation the documents necessary for the improvement of procedures.

- (2) Form a section of experts experienced in local administration to study training requirements and compile and update training documents for issue to Province training and in-service Training Centers.

- (3) Form a section to monitor, supervise, and control the establishment of a taxation registry and the collection of local taxes.

b. The Ministry of Rural Development:

- (1) The Ministry of Rural Development will detach to Province Training and in-service Training Centers the number of RD Cadre necessary for the formation of the Provincial Training Team. These Cadre will receive careful and preliminary training from the National Training Center, Vung Tau to enable them to start working immediately after they have rejoined their posts in the provinces.

- (2) The National Training Center, Vung Tau will organize and schedule the training courses referred to in paragraph 8a above.

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(3) The Ministry of Rural Development will provide air transportation for trainees from provinces to the National Training Center, Vung Tau and return them to provinces whose road travel is inconvenient.

c. The Ministry for Development of Ethnic Minorities:

The National Training Center, Pleiku, will study and compile training documents for Montagnard Village and Hamlet officials, set up training schedules, and organize training courses for these officials as referred to in paragraph 8c above.

B. Coordination.

1. The Ministry of Interior will coordinate with the Ministry of Rural Development in the management of training courses held at the National Training Center, Vung Tau.
2. The Ministry of Interior will coordinate with the Ministry for Development of Ethnic Minorities to set up the training schedule and conduct training courses at the National Training Center, Pleiku, for Montagnard Village and Hamlet officials.
3. The Ministry of Interior will coordinate with the Ministry of Finance and the Directorate General for Budget and Foreign Aid to study the modernization of the local taxation system.
4. The Ministry of Finance will coordinate with the Directorate General for Budget and Foreign Aid to study promulgating new expenditure procedures in accordance with the concept of simplification of those procedures by placing reliance on post-audit rather than pre-audit.

C. Planning and reports.

1. Planning.

The 1971 Community Defense and Local Development Plan (People's Administration Program) will be established in the Prefecture, Provinces and Cities, based on Forms II/A, II/A1, II/A2, II/A3, II/A4, II/A5, II/A6, II/A7 and attached hereto.

The Prefecture and Autonomous Cities need not concern themselves with the sections concerning Village and Hamlet elections and Village and Hamlet budget sufficiency.

2. Report:

Beginning March 1971, the province will use Report Forms BCII/A1, BCII/A2, BCII/A3, BCII/A4, BCII/A5, BCII/A6, BCII/A7 and BCII/A8 to report results of work accomplished during the month.

IV. GOALS.

A. Village and Hamlet elections.

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1. New elections. All villages and hamlets which have no elected governments must complete elections within the first six months of the year. (An accurate number is not available because the results of the census made at the end of December 1970 are not known as yet.)
2. Supplementary Elections. Supplementary elections will be organized within three months beginning the date the vacancy exists.

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3. Elections for second terms.

Province or MR (1)	Number of Villages whose Councils must be re-elected during 1971 (2)	Number of Hamlets whose Chiefs must be re-elected during 1971 (3)	Remarks (4)
MR 1	43	365	
MR 2	07	101	
MR 3	03	045	
MR 4	01	052	
Grand Total	54	563	
MR 1			
Quang Nam	01	013	
Quang Ngai	00	000	
Quang Tin	01	005	
Quang Tri	41	347	
Thua Thien	00	000	
Total:	43	365	
MR 2			
Binh Dinh	00	031	
Binh Thuan	02	002	
Darlac	00	000	
Khanh Hoa	00	000	
Kontum	00	000	
Lam Dong	00	000	
Ninh Thuan	00	028	
Phu Bon	03	012	
Phu Yen	01	028	
Pleiku	01	000	
Quang Duc	00	000	
Tuyen Duc	00	000	
Total:	07	101	
MR 3			
Bien Hoa	00	000	
Binh Duong	03	009	
Binh Long	00	002	
Binh Tuy	00	003	
Gia Dinh	00	013	
Hau Nghia	00	013	
Long An	00	000	
Long Khanh	00	005	
Phuoc Long	00	000	
Phuoc Tuy	00	000	
Tay Ninh	00	000	
Total:	03	045	

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MR 4		
An Giang	00	004
An Xuyen	00	000
Ba Xuyen	00	000
Bac Lieu	00	014
Chau Doc	00	002
Chuong Thien	00	009
Dinh Tuong	00	000
Go Cong	00	000
Kien Giang	00	006
Kien Hoa	00	000
Kien Phong	01	006
Kien Tuong	00	000
Phong Dinh	00	002
Sa Dec	00	000
Vinh Binh	00	009
Vinh Long	00	000
Total:	01	052

B. Village Budget Sufficiency.

The number of Villages which must attain budget sufficiency is as follows:

Order	Province	No. of Villages which must attain budget self-sufficiency			Total
		100%	50%	25%	
	MR 1				
1	Quang Nam	4	4	14	22
2	Quang Ngai	1	4	33	38
3	Quang Tin	1	2	19	22
4	Quang Tri	1	2	28	31
5	Thua Thien	1	3	35	39
	Total:	8	15	129	152
	MR 2				
6	Binh Dinh	3	4	47	54
7	Binh Thuan	2	4	17	23
8	Darlac	2	3	0	5
9	Khanh Hoa	3	4	18	25
10	Lam Dong	1	3	2	6
11	Ninh Thuan	2	3	10	15
12	Phu Bon	1	1	0	2
13	Phu Yen	2	4	13	19
14	Pleiku	1	2	6	9
15	Kontum	1	2	0	3
16	Quang Duc	0	1	2	3
17	Tuyen Duc	1	4	0	5
	Total:	19	35	115	169

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Order	Province	No. of Villages which must attain budget self-sufficiency			Total
		100%	50%	25%	
	MR 3				
18	Bien Hoa	7	7	10	24
19	Binh Duong	5	7	7	19
20	Binh Long	1	2	0	3
21	Binh Tuy	1	0	1	2
22	Gia Dinh	13	12	19	44
23	Hau Nghia	1	2	8	11
24	Long An	7	6	22	35
25	Long Khanh	6	3	1	10
26	Phuoc Long	1	1	0	2
27	Phuoc Tuy	3	5	0	8
28	Tay Ninh	3	5	13	21
	Total:	48	50	81	179
	MR 4				
29	An Giang	11	15	10	36
30	An Xuyen	2	5	2	9
31	Ba Xuyen	13	20	2	35
32	Bac Lieu	4	8	3	15
33	Chau Doc	7	16	25	48
34	Chuong Thien	4	10	7	21
35	Dinh Tuong	9	20	17	46
36	Go Cong	3	10	10	23
37	Kien Giang	8	14	6	28
38	Kien Hoa	12	13	18	43
39	Kien Phong	14	12	17	43
40	Kien Tuong	1	2	3	6
41	Phong Dinh	12	14	4	30
42	Sa Dec	5	10	13	28
43	Vinh Binh	9	14	8	31
44	Vinh Long	11	17	30	58
	Total:	125	200	175	500

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN Form II/A

ANNEX II: LOCAL SELF-GOVERNMENT

(Plan Format to Be Completed by the Province)

Appendix : Local Self-Government

Program: People's Administration

1. MISSION.

Establish a local administration based on democratic fundamentals, which meets people's requirements and aspirations and is qualified in administrative, economic, and financial self-government, and is strongly supported by the people in the community self-defense and self-development tasks.

2. SITUATION.

As of 28 Feb 71, the Village and Hamlet general administrative situation is evaluated as follows:

Villages:

- Villages with elected governments working in place
- Villages with elected governments in exile
- Villages with provisional governments working in place
- Villages with provisional governments in exile
- Villages without governments
- Villages scheduled to be surveyed

Total:

Hamlets:

- Hamlets with elected governments working in place
- Hamlets with elected governments in exile
- Hamlets with provisional governments working in place
- Hamlets with provisional governments in exile
- Hamlets without governments
- Hamlets scheduled to be surveyed

Total:

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Form II/A

3. IMPLEMENTATION.

a. Elections.

VILLAGES

Month	Number of Villages which will hold elections			
	New elections	Supplementary elections	Second Term Office elections	Total
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total:				

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Form II/A

HAMLETS

Month	Number of Villages which will hold elections			
	New elections	Supplementary elections	Second Term Office elections	Total
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total:				

b. Replenishment of personnel.

Agencies	Number of positions		
	Authorized	Assigned	Vacancies
Village Administrative Committees			
Village Administrative Offices			
Hamlet Management Boards			
Total:			

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- c. Establishment of mobile teams. The Province will establish three mobile teams.

Team	Team Leader	Team Members
1	Province Chief	Province Service Chief
2	Deputy Province Chief	Province Service Chief
3	Chief of Province PD/Coordination Center (or Deputy Sector Commander)	----- -----

(Description of activities of each Team at Village and Hamlet.)

- d. Simplification of procedures. List some procedures which the locality believes are outdated. Recommend measures for improvement.
- e. Local budget self-sufficiency.
- List measures taken to increase local revenues.
 - List those Villages targetted by the Province to achieve self-sufficiency in 1971:

Complete self-sufficiency	Self-sufficiency at 50%	Self-sufficiency at 25%
1. Phu Nhuan Village	1. An Nhon Village	1. Village A
2. Binh Hoa Village	2. Tang Nhon Phu Village	2. Village B
3. _____ Village	3. _____	3. _____

- f. Publicity. Describe the publicity plan for local programs, projects, and budget.
- g. Training.

- (1) At National Training Center, Vung Tau:

- Social and Cultural Commissioner: _____ Students

- Deputy Hamlet Chief for Security: _____ Students

- Officials of other category: _____ Students

Total: _____ Students

- (2) At National Training Center, Pleiku (for Provinces' having Montagnard Officials)

- Social and Cultural Commissioners: _____ Students

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- Deputy Hamlet Chief for Security: _ _ _ _ _ Students
- Officials of other categories: _ _ _ _ _ Students
- Total: _ _ _ _ _ Students

(3) At Province

- Training for new Village/Hamlet Officials: _ _ _ _ _ Students
- Seminar for new members of Village Councils: _ _ _ _ _ Students
- Re-training for Village/Hamlet Officials
 graduated from Vung Tau NTC in 1969 & 1970: _ _ _ _ _ Students
- Total: _ _ _ _ _ Students

(4) Mobile Instructor Teams

The Province Training and in-service Training Centers reinforced by RD Cadre trained at the NTC, Vung Tau, will organize two or three Mobile Instructor Teams and dispatch them to Villages for on-the-spot training of village and hamlet officials on those matters which they do not thoroughly understand, although having received training in them.

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FORM II/AI

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

Republic of Vietnam

(List of Villages and estimated administrative situation as of 28 February 1971)

Province

(1)	(2)	(3)	(4)	(5)	Number of Officials of Elected VAC		(8)	Number of Officials of Elected VAC		(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	Remarks
	NAME OF DISTRICT NAME OF VILLAGE	With Village Council Working in place	Number of members of this council	With elected Village Administrative Committee working in place	Authorized	On hand	With Village Council in exile	Authorized	On hand	With Village Council in exile	Number of members of this Council	With elected Village Administrative Committee in exile	Number of members of this elected Committee	With provisional Village Administrative Committee in exile	Number of members of this provisional Committee	Without Government	Number of Hamlets of each Village	
1	Tan Binh District A	X	10	X	9	8	X	8	6								7	
2	B																5	
	Total																	

II-A-20

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FORM II/A2

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

Republic of Vietnam

Province.....

LIST OF HAMLETS AND ESTIMATED HAMLET ADMINISTRATIVE SITUATION AS OF 28 FEB 1971

NAME OF DISTRICT NAME OF VILLAGE	Order of Hamlets	NAME OF HAMLET	With elected Government working in place	Total Officials of HMB		With provisional Government work- ing in place	Total Offi- cials of HMB		With elected Government in exile	Number of Officials of Hamlet Managing Board	With provisional Government in exile	Number of Officials of HMB	Without Government	Total Hamlet Popu- lation	Total Hamlet Popu- lation control- led	Remarks
				Authorized	Assigned		Authorized	Assigned								
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
Total																

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FORM II/A3

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

Republic of Vietnam

Province

PROGRAM FOR ESTABLISHMENT AND ELECTION OF VILLAGE GOVERNMENTS

Order of Villages	NAME OF DIS- TRICT	With Pro- visional Government working in place		Estimated es- tablishment of Government in which month			Election Schedule									Popu- lation of each Village	Total Voters in the latest election	Number of Members scheduled election	Remarks	
	NAME OF VILLAGE	Number of Village Coun- cils whose office term expire in 1971	With Provisional VAC	With Elected Government in exile	With Provisional Govern- ment in exile	Without Government	March	April	May	June	July	August	September	October	November					December
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	
	<u>Tan Binh Dis- trict</u>																			
1	A	X					5										3,700	1,540	12	
2	B		X					10									2,100	1,264	10	
3	C			1				10									890	428	8	
4	D			1													1,350	824	8	
	Total																			

II-A-22

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FORM II/A4

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

Republic of Vietnam

PROGRAM FOR ESTABLISHMENT AND ELECTION OF HAMLET GOVERNMENTS

Province

NAME OF DISTRICT NAME OF VILLAGE	Order of Hamlet	NAME OF HAMLET	(1)	(2)	(3)	(4)	(5)	With Government working in place			Estimated Establishment of Government	ELECTION SCHEDULE										Remarks
								Expiration of Hamlet Chiefs' Office term will fall in 1971	With Provisional Hamlet Managing Board	With elected Government in exile		With Provisional Government in exile	With out Government	March	April	May	June	July	August	September	October	
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)		
Total																						

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Republic of Vietnam		1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN		FORM II/A5	
Province:		ESTIMATED NUMBER OF VILLAGE/HAMLET OFFICIALS TO BE SENT TO NATIONAL TRAINING CENTER, VUNG TAU AND NATIONAL TRAINING CENTER, PLEIKU FOR TRAINING DURING 1971			
Training at the National Training Center, Vung Tau (Established by all Provinces)		Training at the National Training Center, Pleiku (Established by Provinces which have Village/Hamlet Montagnard officials)		Remarks	
Composition (Vietnamese officials)	Quantity	Composition (Montagnard Officials)	Quantity		
1. <u>Distribution to nine training courses:</u>					
- Taxation Commissioner		- Village Council Chairman			
- Economy and Finance Commissioner		- Village Chief			
- Village Council Chairman	(a)	- Deputy Village Chief for Admin.			
- Village Chief	(a)	- Deputy Village Chief for Security			
- Deputy Village Chief for Administration (a)		- Taxation Commissioner			
- Deputy Village Chief for Security	(a)	- Economy and Finance Commissioner			
- Hamlet Chief	(a)	- Hamlet Chief			
Total	Total		
2. <u>Distribution to five training courses</u>					
- Social & Culture Commissioner		- Social Commissioner			
3. <u>Distribution to nine training courses</u>					
- Deputy Hamlet Chief for Security ...		- Deputy Hamlet Chief for Security ...			
Grand Total		Grand Total			
Remarks: (a) This item includes: <ul style="list-style-type: none"> - Those who have not yet been trained during 1969 and 1970 at National Training Center, Vung Tau. - Those who are elected or appointed to newly built villages/hamlets. - Those who are newly elected or newly appointed for replacement of expired officials (estimated). 					

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Form II/A6

REPUBLIC OF VIETNAM
 Province. 1971 IN-PROVINCE TRAINING COURSES ESTIMATED FOR VILLAGE/HAMLET OFFICIALS
 1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

Courses	Organization duration		Students														Funds Requested		Remarks
	Opening date	Closing date	Village Administrative Committee												Hamlet Managing Board		Current rate	New rate	
			(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
1. Training Courses on General Administration.																			Enclosures: Expenditures breakdown of Training Courses.
2. Training Courses on Civil Records																			
3. Training Courses on Agriculture and Land Reform.																			
4.																			
Grand Total:																			

II-A-25

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Remarks:

Those Officials listed in the columns (4), (5), (6) and (14) are those who were trained at the National Training Center, Vung Tau, during 1969 and 1970. Now they are planned to be retrained in Provinces. In case those officials (Village Chief, Deputy Village Chief for Administration, Deputy Village Chief for Security, and Hamlet Chief) are newly elected officials or have not yet been trained at NTC, Vung Tau during 1969 and 1970, they will be sent to this Center for training in 1971.

Request funds listed in Columns (18) and (19) are broken down according to the rates prescribed in Circular 4, 312-BNV/HL24, 31 July 1970, MOI.

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Form II/A-7

REPUBLIC OF VIETNAM

Province

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

SEMINAR SESSIONS SCHEDULED FOR VILLAGE OFFICIALS

DURING 1971

	Duration		Seminar Members				Funds Requested	Remarks
	Opening date	Closing date	Chairman	Vice Chairman	Secretary General	Village Council Members		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1. Seminar on People's Information.								
2.								
.								
Grand Total:								

Remarks: Newly elected Village Council Chairmen or Village Council Chairmen not yet trained in the NTC, Vung Tau in 1969 and 1970 must be sent for training at this Center in 1971. Village Council Chairman already trained at NTC, Vung Tau in 1969 and 1970 are scheduled to be retrained in Province during 1971.

Funds requested mentioned in Column (9) consist only of expenditures for the organization of seminars and wages for lecturers, which are broken down as rated in Circular 4312-BNV/HL24, MOI, 31 July 1970.

II-A-27

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REPORT ON IMPLEMENTATION RESULTS OF
1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ESTABLISHMENT AND ELECTION OF VILLAGE/HAMLET GOVERNMENTS IN _____ 1971
(Month)

Names of vil- lages effect- ing adm. changes in the month	Formerly exiled Village Councils and Adm. Councils returning	Form - erly exiled Provisional Adm. Com- mittee return- ing	Newly estab- listed provi- sional Village Adm. Com- mittee	Village Councils elected in the Month			Names of ham- lets ef- fecting Adm. Changes in the Month	Formerly exiled Hamlet Manage- ment Boards returning	Formerly exiled Provi- sional Hamlet Manage- ment Board returning in place	Newly elected Provisional Hamlet Manage- ment Board	Hamlet Chief elected in the Month		
				New- ly elec- ted	Elected in sup- plement	Elected for 2nd Term					Elec- ted in sup- plement	Elec- ted for 2nd Term	
(A)	(B)	(C)	(D)	(E)	(G)	(H)	(I)	(K)	(L)	(M)	(N)	(O)	(P)

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Form BCII/A2

REPUBLIC OF VIETNAM

REPORT ON IMPLEMENTATION RESULTS OF

Province _____

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

VILLAGE/HAMLET ADM. SITUATION AS OF END OF _____ 1971
(Month)

Total Villages in the Province	Villages with elected governments		Villages with pro- visional gvts.		Total of hamlets in the province	Hamlets with elected gvts.		Hamlets with pro- visional gvts.		Hamlets without govern- ments
	Operating in place	In Exile	Operating in place	In Exile		Operating in place	In Exile	Operating in place	In Exile	
(A)	(B)	(C)	(D)	(E)	(H)	(I)	(K)	(L)	(M)	(N)

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Republic of Vietnam

Form BCII/A3

____ Province

REPORT ON IMPLEMENTATION RESULTS
OF
1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

List of supplementary Village/Hamlet personnel
as of end of _____ 1971
(Month)

Village Adm. Committee

A - Authorized personnel (Village Chief, Deputy Village Chief for Adm., Deputy Village Chief for Security, and Commissioners: _____

B - Assigned personnel: _____

C - Positions in the Village Adm. Committee vacant: _____

Office of Village Adm. Committee

D - Authorized personnel: _____

E - Assigned personnel: _____

Hamlet Management Board

G - Authorized personnel: _____

H - Assigned personnel: _____

Village classification

I - Villages with over 5,000 people: _____

K - Villages with under 5,000 people: _____

L - Surveyed villages⁽¹⁾ _____

(1) Remark = I + K = L (Total of villages in I & K must equal the villages in L)

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Form BCII/A4

REPORT OF THE
1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

REPUBLIC OF VIETNAM

Province: _____

District: _____

Village: _____ VILLAGE SELF-SUFFICIENCY BUDGET STATUS, AS OF THE END OF _____ 1971

Kind of Expenditures	FY 1970 Actual Expenditures (B)	F Y 1971							Ratio (L)
		Expenditures		Actual Payments		Actual Receipts (Not including subsidy)			
		Yearly Estimated (X) (C)	Previous Month(s) (D)	Current Month (E)	Total (G)	Previous Month(s) (H)	Current Month (J)	Total (K)	
(A) Salaries and Allowances									(P)
Other Payments									(R)
Total									

NOTE: Villages will use this form to report the budget situation by month in 1971. The report is to be forwarded to province no later than the 20th of the following month. The province will forward the report to the CPDC/CC together with other monthly reports.

Percent in Column (L) results from the formula:

$$(P) = \frac{(R)}{(X)} \quad \text{(Total village receipts (not counting government subsidy) in year to date divided by the year's actual expenditures.)}$$

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Form BCII/A5

REPUBLIC OF VIETNAM

-:-

Province:

R E P O R T

of

COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

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Population control goal achieved in the month of _____ 1971.

* * *

- A. Total population of the province:
- B. Population controlled as of 28 February 1971:
- C. Percentage of population under control compared with total province population: . . .
- D. Additional population coming under control since 1 March 1971:
- E. Percentage of population goal achieved:

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Form BCII/A6

REPUBLIC OF VIETNAM

Province: _____

RADIO MESSAGE

FROM: Province

TO : MOI

INFO : CPDC/CC

Text #

Report of the 1971 Community Defense and Local Development Plan from Province
of for the month of 1971:

I. REPORT FORM II/A1:

B- C- D- E- G- H- K- L- M-
N- O- P-

II. REPORT FORM II/A2

A- B- C- D- E- G- H- I- K- L-
M- N-

III. REPORT FORM II/A3

A- B- C- D- E- G- H- I- K- L-

IV. REPORT FORM II/A4

B- C- D- E- G- H- I- K- L- M-

V. REPORT FORM II/A5

A- B- C- D- E-

VI. MISCELLANEOUS:

Date:

(Province Chief's Signature)

II-A-33

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NOTE: After letters A, B, C in the Message, enter plus (+) figures as included in the related written report in Columns A, B, C.

If nothing is to be reported, put zero (0) after the appropriate letter in the Message. In Item VI, Miscellaneous, include information contained in the remarks column of the written report or other details.

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Form BCII/A7

REPUBLIC OF VIETNAM

..... Province

REPORT ON IMPLEMENTATION RESULTS OF

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

LIST OF TRAINING COURSES AND SEMINARS FOR VILLAGE/HAMLET OFFICIALS

HELD IN THE PROVINCE IN _____ 1971

(Month)

(Submitted on the 5th of the month)

Course Name	Time		Number of Trainees														Seminars Participants					Remarks
	Opening date	Closing date	Village Adm. Committee														Hamlet Management Board		Village Council			
			Village Chief	Deputy Village Chief for Adm.	Deputy Village Chief for Security	Military Commissioner	Aggr. LR Commissioner	Civil Records Commissioner	Chief Secretary	Secretary	Other Member	Hamlet Chief	Deputy Hamlet Chief for Adm.	Military Assistant	Chairman	Vice Chairman	General Secretary	Member				
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	X
Total																						

Date:

Province Chief.

NOTE: The sum of the figures in Columns D, E, G, H, I, K, L, M, N, O, P, Q, R, S, T, U must equal Column V.

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Form BCH/A8

REPUBLIC OF VIETNAM

Province:

RADIO MESSAGE

FROM: Province

TO : MOI

INFO : CPDC/CC

Text #

In reference to Circular # dated from
in 1971, our province has organized having classes
and seminars for Village/Hamlet officials, with the following details:

FIRST:

A:	B:	C:	D:	E:	G:	H:
I:	K:	L:	M:	N:	O:	P:
Q:	R:	S:	T:	U:	V:	X:

SECOND:

A:	B:	C:	D:	E:	G:	H:	I:
K:	L:	M:	N:	O:	P:	Q:	R:
S:	T:	U:	V:	X:			

THIRD:

Date

(Province Chief's Signature)

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Copies to:

-

-

"For Confirmation."

NOTE: Following letters A, B, C, C in the message, write the same information as included in Columns A, B, C, D of the written report.

- Any columns from D through U of the written report, which are blank, write zero (0) after the appropriate letter in the message.
- Figures reported under letters: D, E, G, H, I, K, L, M, N, O, P, Q, R, S, T and U, when totaled, must be equal to the figure under V.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX II: LOCAL SELF-GOVERNMENT

Appendix B: People's Information

I. GENERAL:

A. General Situation:

From the decisive military victories, particularly on the battlefronts of Cambodia, to the successful accomplishment of the pacification and development programs, 1970 indeed has marked a new turning point so far as the struggle against Communism and the effort to restore security and bring about self-reliance and self-sufficiency to our people are concerned. These successes must be maintained and exploited in order to satisfactorily accomplish the 1971 Community Defense and Local Development plan.

These great successes have thwarted the Communist military attempts to take-over the Republic of Vietnam. In their last ditch effort, the Communists continue to engage in sporadic armed attacks and plot to carry the political struggle to fruition and to succeed in their aggression.

In 1970, the Communists have failed tragically in their military effort. If our soldiers and people unite into a solid national force, it is certain that in 1971 they will also fail in their political effort. To insure political victory, the People's Information Program has been given a positive orientation in order to obtain active support of the people in the implementation of the Government's objectives; to give the people equal opportunity for advancement in every respect; and, to thoroughly educate the soldiers, civilians, cadre, and government personnel in the political struggle against the Communists.

B. Mission:

Therefore, the 1971 People's Information Program, within the Community Defense and Local Development plan, must use all means to carry out the following major tasks;

1. Motivate and educate the people so as to build strong nationalist anti-Communist convictions, so that they are guided in conducting an effective political struggle against the Communists.
2. Raise the morale of the people and vigorously develop community awareness to gain active participation in government programs. Create a strong feeling of confidence in the government's ability to bring about a genuine and lasting peace with complete security, freedom, and prosperity.
3. Exploit all the successes of the past 3 years to gain momentum and seize the initiative in 1971. Meanwhile, extensively publicize and explain the Community

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Defense and Local Development plan, so that the people fully understand its advantages as well as their responsibilities in the various programs of this plan.

II CONCEPT:

From the above general observation, we can see that to be sure of victory, we must continually motivate and educate the people so that they acquire a minimum political knowledge in order to be aware of reality, to unite themselves in the nationalist ranks, and to unanimously decide to defeat the Communists on the political front. Past efforts to mobilize the people's morale will be improved and continued to make the people fully aware of the benefits and responsibilities of a citizen, so that they are eager to participate the objectives of self-defense, self-government and self-development.

For this reason, the People's Information Program in the 1971 Community Defense and Local Development Plan, has been prepared and will be implemented in accordance with the following basic concepts:

A. People's Information Campaign:

The People's Information campaign must convey information in both directions - information from the government to the people and the opinions of the people to the government.

1. The first priority of the People's Information Program is to inform all GVN personnel (civil and military) about government policies and programs. Responsibility for this is not limited to the Ministry of Information. It is a command responsibility. All Ministries and responsible officials, including Province and District Chiefs, are responsible for seeing that this is done.
2. Province and District VIS Chiefs are responsible for coordination of village and hamlet cadres' activities and the flexible application of information techniques to effectively improve information activities in general and the People's Information program in particular. Although hamlet information cadre will continue as a personnel classification within the Ministry of Information, functionally they will serve as Village Information Teams. They will be trained in this work at Vung Tau. In the field, they will be directed by the Village Chief to operate as a team in the hamlets of his village. Teachers will be encouraged to hold seminars and camp meetings for young people in the local area, for entertainment and public service as well as informational purposes.

Sufficient copies of the Ministry of Information pocket books will be provided to enable distribution to teachers and educators in the Provinces, and to each PSDF leader in the village and hamlets.

3. Information cadres with high educational levels will be assigned to serve in urban areas and be responsible for targets with particular political sophistication, such as war veterans, university and high school students, etc...
4. Successful planning will require an appropriate redistribution of available resources, including cadre, to meet the needs of the population in each urban area.
5. The quality of radio and television programs must be improved, and these programs must be carefully prepared to fit the educational level of each specific target audience.

II-B-2

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6. With the support of Ministry of Information, each Ministry will be responsible for organization of its own information campaigns, so that the people can understand the programs and activities of the Ministry concerned, consistent with the conception that People's Information activity is not a sole responsibility of Ministry of Information. The Ministry of Information will supply media support, including printing facilities, for the information programs of other Ministries.

People's Information is a responsibility to be shared by all levels from hamlet chiefs up to the Central Government.

7. People should be carefully motivated and educated, to prevent the Communists from taking advantage of our democratic election process.
8. Overseas, we must win the sympathy and support of the people of the world for our cause, our struggle, and our construction effort. Meanwhile, we must use all means to neutralize the Communist propaganda effort directed to world opinion. We should extend our range of activities to non-aligned countries and even to countries that are not friendly to the Republic of Vietnam.

B. People's Information Priorities:

The People's Information Program should be prepared to support all of the sections of the 1971 Community Defense and Local Development Plan. As a practical matter, however, there are certain tasks in the Plan which should be regarded as priority subjects for the People's Information Program. These are tasks in which People's Information activities can have a special effectiveness.

Throughout the country, one task may have priority over another one in a certain area at a certain time. The Program should be flexible enough to permit such difference. However, in terms of national goals, there will be five priority tasks for the People's Information Program during 1971. These are:

1. **Phung Hoang.** People's Information has a vital role to play in supporting the Phung Hoang goal of 100% public exposure of all properly confirmed VCI during the first six months of the 1971 Plan. It is the most important information task of the People's Information Program in this period, and the Ministry of Information will allocate its resources accordingly.
2. **People's Self-Defense Forces.** The role of the PSDF and other defense organizations in assuring the end of the Communist threat and the achievement of full security must be understood by all citizens.
3. **Land to the Tiller Program.** The effective implementation of this program is a vital part of the government's program for restoring stability and prosperity in rural areas. All citizens concerned with the program must be fully informed on their rights and obligations under the program.
4. **Chieu Hoi.** The program continues to be an important element in the effort to bring peace to all parts of the country.
5. **Veterans and War Widows.** All citizens should be informed about the government's efforts to assist these two groups. Veterans and war widows should be informed about their rights to benefits under the government's programs for them.

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III. IMPLEMENTATION:

To carry out the above concepts and objectives, the People's Information program will focus on the following tasks:

A. Areas of Activity:

1. Organization of regular and non-regular study sessions for civil servants, cadre of all branches, PSDF members, and the civilian population on major political subjects and current events that could induce their positive participation in the political struggle against the Communists.
2. Acceleration of face-to-face Information activities among the people by increasing informal talks and family visits in order to disseminate political and important current events information, and, at the same time, guide and develop democratic community activities to forestall the Communist attempts to capitalize on the democratic election process to undermine the national government. These face-to-face information activities must be given particular emphasis because of their effectiveness in obtaining good results.
3. Make maximum utilization of available information equipment and urge the people to devise additional information means, so that information operations may be expanded and effective support can be provided the objectives of the People's Information Program.
4. Perfection and reorganization of the information service and personnel from central down to local levels (province, district, village, hamlet, ward, and subward). Establish model information villages, with a village People's Information Committee and a representative in every hamlet.
5. Training and refresher training for Information cadre and personnel, concerning political knowledge, technical operations, and utilization and maintenance of equipment. Personnel of other Ministries should also receive additional technical training so that they can provide clear and accurate explanations on the effects of government programs and policies.

Improvements emphasize quality over quantity.

In short, in 1971 we must push People's Information activities deep into the mass of the people through study sessions, seminars, face-to-face contacts, training and tactfully orienting the combined effort of the National Community into activities against the communists thereby creating a unified strength and a matchless force to defeat the Communists in a political struggle.

B. Implementation Procedures:

To implement the activities indicated in para III A above, the following typical operational methods are employed:

1. Reference para III above.
 - a. Strengthen the organizational systems and operations of People's Information Committees of all levels.

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- b. Publish a schedule for study sessions and seminars, monthly or quarterly.
 - c. Compile, publish, distribute, and guide the use of study and seminar materials and guidebooks on theory of techniques for civil servants, cadre of all branches and people's groups.
 - d. Organize discussion seminars and study sessions on current events at Central and all local levels.
2. Reference par III A2 above.
- a. Organize or strengthen at every province VIS, district VIS, Information service and office in the prefecture, a mobile Information Psywar team, including Information cadre, technical cadre, RD cadre, and Army Psywar members, with the indirect support of school teachers, for regular direct contacts with the people.
 - b. Organize regular study sessions for people in villages, hamlets, wards and subwards, on current problems and subjects relating to government positions and policies, particularly the practice of democracy, the principles of community defense, community development, principles of discussion and criticism, resolution by majorities, citizen's duties and rights, such as paying taxes, participating in elections, running for election, and political struggle techniques against the enemy.

To carry out the People's Information program in general and the face-to-face contacts in particular in local areas and to attain successful results, we should have a cadre team with a solid nationalist belief, good educational level, motivational capabilities, experience, and effective operating methods.

Therefore, in accordance with directive No. 081/TT/VP/HT/TM dated 23 Oct 70 from the President, RD cadre may be transferred to other branches and technical cadre may be re-trained for assignment in this task.

3. Reference par III A3 above.
- a. Maintain and repair audio-visual equipment to increase effectiveness.
 - b. Set up additional information facilities at lower-levels: loudspeaker broadcast towers, news bulletins, public and private slogan signboards, information offices, exhibition rooms - using funds from the Information budget, local areas, or from contributions of the people, in order to progress and ultimately establish model information villages.
 - c. Radio, television, motion pictures, and the press conduct special programs to provide permanent support to the plan. The radio, television, and motion picture programs must improve their quality, with emphasis on education and propaganda, and have more time allotted to adequately disseminate the three objectives of the 1971 Community Defense and Local Development Plan, and provide support to the Information Magazine published by the Central People's Information Committee.

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Particularly, the TV transmission capability will be expanded. The radio programs will be given more powerful transmitting capability to reach North Vietnam and overseas, so that the voice of national just cause will reach more targets.

- d. Improve quality and increase quantity of propaganda media, and produce propaganda gifts to meet operational requirements.
 - e. Properly utilize and widely disseminate the pocket-sized magazine published by the Central People's Information Committee. Each province will publish a local magazine for dissemination and presentation of activities accomplished at the local areas, and at the same time highlight national government policies in all concerned activities.
 - f. Utilize movies and culture/drama performances, with emphasis on popular, simple, and healthy culture/drama presentations that reflect the fighting spirit of an anti-communist people.
4. Reference par III A4 above.
- a. Review personnel strengths at the central level organizations in order to reinforce province VIS's, when necessary. Insure logical distribution of personnel among province and district VIS's.
 - b. Establish urban information cadre regulations or statutes.
 - c. Improve the administrative and legal status of information cadre and personnel.
 - d. Continue to reassess the capabilities of cadre in order to assign the right persons to the right places, and increase education, motivation, and training for poor cadre, particularly the newly recruited village and hamlet cadre.
 - e. Personnel should be employed consistent with their assignments and specifically employed in People's Information activities. Improper utilization of personnel will not be permitted.
5. Reference par III A5 above.
- a. Conduct at the National Training Center of the Ministry, training courses or refresher courses on Information techniques for Information cadre (province and district VIS level).
 - b. Continue to organize short training courses (from 3 to 5 days) at Province VIS's, for village, hamlet, ward, and subward information cadre on techniques as well as political reasoning. Particularly, they should be conducted when there are new policies or programs promulgated by the government or important political events occur. In addition, key PSDF members will receive technical training on People's Information.

Hamlet Information cadre will receive training at the Vung Tau National Training Center. Montagnard hamlet Information cadre will receive training at the Truong Son National Cadre Training Center, Pleiku.

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- c. Conduct training and refresher courses on the operation and maintenance of information equipment for personnel and cadre in charge of photographing, movie projection, printing, official vehicles, etc...

C. Main Propaganda Themes in the Year:

1. 1971 Community Defense and Local Development Plan (meaning, purpose, and activities of each program).
2. Highlight the successes of the Republic of Vietnam in all respects, from efforts to settle the war to development of democracy, and social reform.
3. Modernize the armed forces and develop Regional Forces, Popular Forces, and People's Self Defense forces to ultimately attain a national defense by the people.
4. Accomplishments of the government in the past 3 years and particularly in 1970.
5. The implementation of the "Land to Tillers" law, and the 08/70 Law for disabled war veterans, military widows, and war veterans.
6. Resettlement of Vietnamese refugees repatriated from Cambodia.
7. Economic and finance policies; land reforms and agriculture and fishing development policies of the government.
8. Positive cooperation and development of people's forces such as People's Self Defense Forces, peasants, fishermen groups, youth groups, university and high school students' groups etc...
9. Elections in accordance with the Constitution (Presidential and Lower House elections).
10. The Government's effort to end the war and its goodwill to achieve peace.
11. Unmask and condemn the attempts, dark plots, savagery, and intransigent nature of the Communists.
12. Unmask and condemn all plots aimed at undermining the nationalist ranks and weakening the regime for the advantage of the Communists.
13. Analyze and destroy all attempted solutions to end the war through surrender, coalition and neutralism.

In addition, depending on situation, appropriate themes will be simultaneously developed to obtain optimum results for determined objectives.

D. Operational Phases:

1. Preparatory Phase: From the date when the Plan is published (From 1 Jan 71 to 28 Feb 71).

Organizations from central to local levels:

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- a. Recapitulate the results of 1970.
- b. In accordance with areas of responsibilities, carry out points 4 and 5 in par A above, and appropriate activities specified in other points.
- c. Based on this general program, each organization prepares a detailed and realistic program of activity for the future year and forwards it to the Ministry for review in advance. Local organizations, when preparing their plans, should closely plan in accordance with the local requirements and conditions, and with the agreement of the local administrative commander concerned.

In short, after the 4 months supplementary Pacification and Development Plan of 1970, from 1 Nov 70 to 28 Feb 71, we will have consolidated, strengthened and, thoroughly prepared for the phase to actually launch the "People's Information Program" in the "1971 Community Defense and Local Development Plan", beginning 1 Mar 71 and lasting till 28 Feb 1972.

2. Implementation Phase: From 1 Mar 71 to 28 Feb 72.

- a. Organizations concerned should prepare their monthly and quarterly activity schedules for continual operations.
- b. Every month, all organizations (central and local) submit activity report to the Ministry before the 9th of the following month.
- c. Directorate General for Propaganda monitors the implementation of this program and consolidates reports for submission to the CPDC/CC.

F. Coordination:

1. All Ministries that have their own Information Psywar Campaigns, disseminate their specific themes within the framework of the National Information Committee.
2. In addition to the National Psywar campaign, during this period, the Prefecture, Provinces and Cities may insert short-range psywar campaigns to disseminate regional themes concerning the local area. Special Information facilities such as radio and television in the local area will actively contribute to carrying out these programs.
3. The Ministry of Information will provide special support to the Phung Hoang and PSDF program.

F. Evaluation of Operations:

1. Evaluate the achieved rate of goals established for each unit. (Par IV).
2. Evaluate the people's morale on the basis of their cooperation with the government and support to the nationalist cause by means of a program of questions and interviews on a number of problems regarding politics, economy, social welfare, etc. The method of evaluation is to be studied and worked out in detail by the Ministry of Interior and submitted to the Prime Minister for implementation.

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IV. GOALS:

A. Military Region Level:

1. Discussion seminars for military, cadre, and government personnel: monthly
2. Information technical training is provided to 100% of military, cadre, and government personnel.

B. Prefecture, Province and City Level: MR sets clear goals.

1. Political study sessions and seminars.

- a. Level 1: Organize province military, cadre and government personnel conventions: All civil servants in Provinces, City, or Prefecture councils (consolidate, explain problem areas, disseminate new themes of the month): once a month.
- b. Level 2: Province services, village and hamlet officials, PSDF members: once every two weeks.
- c. Level 3: Civilian population: once a month.

2. Information Technical Training.

Technical training is provided school teachers, Chiefs of Province Technical Services, technical cadres, PSDF members, and RD cadres: 100%

3. Face-to-face contacts:

Information cadre and personnel will contact all families: 2,607,603 (will be revised in the census program).

4. Organization of model Information villages:

In 1971, 1,075 model Information villages will be completed, i. e., half of the number of villages in the country.

5. Prefecture, Province, and City Information Campaigns:

Monthly.

6. Prefecture, Province, and City mobile Information teams operating in wards, subwards, and villages: 1 (ward or subward) or village

Once per week.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX II: LOCAL SELF-GOVERNMENT

Appendix C: People's Organizations

I. GENERAL.

A. Situation.

As a result of the RVN's military success, open warfare is gradually lessening. The GVN Pacification and Development effort has achieved clearly satisfactory results. Despite this, the people's struggle must continue in order to achieve victory in the political field. In this political struggle, which is not less difficult, the organization of the people is a pressing need in order to develop unity of will and action in the entire nation. However, the free and democratic regime of the Republic of Vietnam cannot adopt an autocratic policy to force organization of the people as in countries with dictatorships. On the contrary, we must encourage the people to organize themselves on a voluntary basis.

B. Responsibility of the Ministry of Interior.

Initially, the Ministry of Interior is responsible for mapping out a program of action, assigning duties, and coordinating with various agencies in the development of people's organizations. In the future, when the movement has fully developed, this task may be entrusted to a General Directorate or separate agency.

II. CONCEPT.

People's organizations should strengthen the development of a healthier society making the people clearly understand their responsibilities to the village, district, and province. The development of people's organizations helps the people to have an opportunity and the means to undertake such tasks as are in the common interest and in the spirit of community cooperation and to assist rapid local progress in all areas.

III. IMPLEMENTATION.

A. Basic Criteria.

In accordance with the above concept, the organization of people must be based on the following criteria:

1. People will be encouraged to organize at all different levels, i. e., from village and hamlet up to province.
2. Elected Councils have the mission of encouraging, guiding, and assisting local people's organizations. Local authorities of all levels play only the role of helping, counselling and fostering development.
3. All people's organizations must be private associations free from the Government's direct control and management.
4. Newly-formed associations must be promptly legalized. The Ministry of Interior

II-C-1

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is in charge of simplifying the procedures of issuing permits to associations.

5. People may be organized into groups based on the following criteria:
 - Common interests: Cooperatives, Economic associations, PCAGs, etc.
 - Common avocations: Sports, Literature, Arts, etc.
 - Common spheres of activity: live in same areas, common level of education, etc.
6. Religious groups and political parties are not considered as people's organizations.
7. People's organizations may be classified depending on their fields of action as follows:
 - a. Culture-Education
 - b. Occupation
 - c. Social activities
 - d. Youth
 - e. Entertainment, etc.

B. Organizational System and Duty Assignments.

1. At Village, Hamlet, Ward (Phuong) and Quarter (Khu Pho) levels.

The basic unit of people's organization is the Village. The Hamlet is too small to form groups of people large enough for efficient operations. In Saigon Capital and some Cities, the units equivalent to the Village are Ward (Phuong) and Quarter (Khu Pho).

The Village Council is responsible for guiding, and assisting People's Organizations and encouraging their initiation.

In Wards and Quarters, having no elected Councils, People's Organizations will be given assistance and guidance by the Province Council, through the Council members of the concerned precinct.

Village and Hamlet authorities will only assist, counsel, and promote the growth of organizations.

2. At District level.

Since there is no elected Council at the District level, Prefecture, Province, or City Council members of Districts concerned will assume the guidance of people's organizations in Districts.

District authorities will only assist, counsel, and promote the growth of organizations in their respective districts.

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3. At Prefecture, Province, and City levels.

Prefecture, Province, and City Councils are responsible for guiding, motivating and sponsoring the organization of groups in their respective localities.

The Prefecture, Province, and Cities will reserve 25% of the fund of their respective Development Budget to use in providing effective and constant support to people's organizations. However, only those organizations which are unable to support themselves should rely on government financial support. Financial accounting procedures will be simple and expenditures publicized.

Prefecture, Province, and City authorities legalize, as well as counsel, guide, and foster people's organizations in their respective localities.

4. At Central level.

In principle the Central Government does not exercise direct control over local people's organizations and associations.

C. Program of Activity.

The programs of people's organizations should not be too limited and fixed and thereby be unattractive to the people. They should have the following characteristics:

- Vary according to operational spheres, technical fields, interests, benefits, and purpose.
- Be broad and general in nature covering all areas of security, society, and economy.

Each program or activity may have two parts: one is devoted to study and the other to activities.

1. Study sessions may be organized for the following:

- Pacification and development objectives.
- Plans of organizing, activating, and developing different associations and groups.
- Mass education: vocational training, orientation, science, arts, etc.
- Study subjects will be provided by local authorities.
- Study classes will be conducted by associations or groups themselves. The Government may provide material assistance if the group is lacking.
- Study sessions should be regularly organized but must not hinder people's daily activities.

2. Activities:

- Mutual assistance.
- Professional improvement.

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- Local development.
- Social relief.
- Youth activities, physical exercise, and sports.
- Shows, entertainments.

3. In short, study and activity sessions must be regularly and constantly conducted in accordance with the desire and field of action of each organization. The activities of different people's organizations may be coordinated at Village, District, or Province levels for programs or objectives which are beyond the capability of single organization.

The Government should support the programs of these organizations to make them viable based on the mission and facilities of each Ministry.

D. Coordination (with other Ministries and agencies).

Each Ministry must provide support in the organization, management, and maintenance of people's organizations. (See TAB 1 attached.)

E. Reports.

The reporting channel is from village to district, province, to the Central Government. Monthly reports will be submitted.

The reporting format is to be specified by the Ministry of Interior and must be simple and easily implemented.

IV. GOALS FOR 1971.

A. Organization.

In 1971, the development of people's organizations will be encouraged throughout the country.

B. Training and Study.

1. People (see the study section).
2. Cadres.

All cadre of all branches having attended training courses held in concerned Ministries or at NTC, Vung Tau or Province In-Service Training Centers will study the training documents on people's organizations (drafted and distributed by the Ministry of Interior).

Study subjects include:

- Objectives of the People's Organizations Development Program.
- Plans and methods for the organization of groups.
- Criteria for evaluation of the organization and the programs of different associations.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX II: SELF-GOVERNMENT

TAB 1: Coordination among various Ministries and Agencies for implementing the People's Organization Development Program

1. Office of the Minister of State for Culture.
 - Gives help to present cultural and artistic organizations.
 - Encourages the establishment of new groups and organizations.
 - Coordinates activities to safeguard the Vietnamese culture, etc.
2. The Ministry of Interior.
 - In coordination with the Ministries of Justice, Economy, and Labor, reviews legal matters relating to activities of People's Organizations.
 - Writes documents and basic plans for the organization of activities.
 - Studies the development requirements of Village/Hamlet organizations and coordinates with appropriate Ministries to request assistance to establish the organizations.
 - Supervises the prefecture, provinces/municipalities in coordinating people's organizations in local areas.
 - Legalizes people's organizations or authorizes the establishment of new organizations.
3. The Ministry of Rural Development.
 - Trains cadre by adding lectures on people's organizations to the present cadre training program.
4. The Ministry of Information.
 - Uses all communications means to publicize the People's Organization Program. Advertises it to encourage the people to join.
5. The Ministry of Education.
 - Encourages, advises and gives assistance to existing organizations and groups such as the PTAs, students and college students' associations, etc.
 - Encourages the establishment of new associations, etc.
 - Adds the adult education program to the study programs of the people's organizations, etc.
6. The Ministry of Land Reform and Agricultural/Fishery Development.
 - Advises and gives assistance to people's organizations subordinate to it, such as: the Farmers Associations, 4H Groups, etc.

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- Encourages the establishment of new associations.
 - Encourages the establishment of cooperatives to increase production output and surface area of cultivation, etc.
7. The Ministry of Labor.
- Coordinates activities of Labor Organizations with those of other groups and associations.
 - Includes the vocational training program in group activities of people's organizations, etc.
8. The Ministry of Economy.
- To attract more members, organizations may purchase commodities such as rice, milk and sugar from agencies subordinate to the Ministry of Economy.
 - Advises and gives assistance to present organizations, develops new groups, associations.
9. The Ministry of Ethnic Minority Development.
- Establishes separate programs to encourage people's organizations in the highlands, aiming at the main objectives:
 - Improve the standard of living.
 - Improve the educational level.
 - Strengthen a national spirit.
 - Advises and improves existing groups and associations, and encourages the establishment of new organizations, etc.
10. The Ministry of Health.
- Includes in the People's Organization plan the program of establishing "Sanitation Hamlets."
 - Teaches disease prevention and treatment methods through activities and local organizations.
 - Encourages the establishing of organizations specialized in public health, advises and gives assistance, etc.
11. The Ministry of Social Welfare.
- Organize war victims to help them expeditiously restore their normal living.
 - Assists existing groups and associations: encourages the establishment of new organizations.
 - Encourages people's organizations to operate in the social welfare field, etc.
12. The Ministry of Justice, the Ministry of Chieu Hoi, the Ministry of Public Works (Directorate General of Construction and Urban Planning), the Ministry of Communication and Postal Affairs.

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- Assist and guide subordinate organizations which have been established or will be established, etc.
- Disseminate "mass housing" plan to people's organizations (Directorate General of Construction and Urban Planning).

13. Directorate General of Youth.

- Coordinates activities of youth and sport organizations with activities of other organizations.
- Encourages the establishment of new organizations (teenagers, etc.).

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX II: LOCAL SELF-GOVERNMENT

Appendix D: Youth Program

I. GENERAL.

The 1971 Youth Program is a continuation of the Youth Program of the Government's 1970 Pacification and Development Plan. Therefore, the guiding principles and objectives have not changed in general.

A. Basic Criteria. The 1971 Youth Program will be implemented based on the following basic criteria:

1. Keep the development of Youth, Gymnastics, and Sports organizations constant through using self-support facilities in accordance with the spirit of community cooperation.
2. Survey, guide, and support Youth Councils, Youth PCAGs, Youth Associations, and Gymnastics and Sports Societies as a means of the social community.
3. Motivate the organization of Youth Councils and Youth PCAGs at national level, and at the same time extend special assistance to local Youth Councils and PCAGs to implement the Youth Program down to Hamlet level.
4. Initiate strong competitive movements for the development of Youth life activities and gymnastics and sports operations throughout the country.

II. PHASING AND TASKING.

Duty Assignment	Periods		
	Period 1 from 1 Mar to 30 June	Period 2 from 1 Jul to 30 Sep	Period 3 from 1 Oct to 31 Dec
A. Youth Affairs.			
1. Domestic. Organize Youth Councils and Youth PCAGs at National level.	X		
Support the organization, maintenance, and development of Youth and Children's Groups' activities throughout the country, at District, Village, and Hamlet levels.	X	X	X
Organize District Youth Assemblies.	X		

II-D-1

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Organize Youth Assemblies at Province, City, and in the Prefecture.		X	
Organize youth conventions at national level.			
Organize Youth and Children's life activities in celebration of solemn ceremonials such as the "Trung Sisters' Day, Hung Vuong Day, Mid-Autumn Festival, and National Day."	X	X	X
Organize Camps for activities and operations in each District.		X	
2. International.			
a. Attend the Asian Youth conference held in Thailand (12 January 1971).			
b. Attend the International Cooperation Assembly in Korea.		X	
c. Attend the World Youth Seminar in the USA.		X	
d. Attend the Asian Anti-Communist Youths' Conference in Formosa.		X	
e. Attend the World Catholic Rural Youths' conference.		X	
f. Participate in Boy Scout Assemblies in Japan.		X	
g. Exchange youths with friendly countries.		X	
B. Gymnastics-Sports.			
1. Domestic. Organize and support Sports Societies at Village and District levels, at schools, in PSDF units, Government agencies, public, and private enterprises.	30%	40%	10%
Organize Sports tournaments at District level.	X		
Organize Sports tournaments at Province level.	X		
Organize Sports tournaments at Region level.		X	
Organize National Games.			X
Organize "Vietnam Tour" bicycle race.			X
Send sports delegations for demonstrations throughout the country.		X	
2. International. Attend championship events of the following sports:			
Central Asian and Asian Soccer Championship (Youths and Children)	X		

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Asian Tennis Championship (Youths and Children		X	
World and Asian Youths' Table Tennis Championship		X	
Asian Bicycle race	X		
Asian Youths' Swimming Championship		X	
Asian - Australian Inter-zonal Swordmanship Championship; Southeast - Asian and Asian Markmanship Championship		X	X
Attend friendship sports contests on the occasion of important holidays in friendly countries		X	X
Attend SEA Games in Singapore		X	
C. Training.			
Organize Seminars for Youth Service Chiefs throughout the country.			
Organize a training course to form 100 middle-level instructors and continue to complete the middle-level instructors' training course opened in late 1970.		X	X
Organize training for basic instructors of youth, Gymnastics, and Sports training courses for cadre at all levels.			
Organize training course for leaders for Youth PCAGs and Sports beginners.	40%	30%	30%
Organize training courses for young athletes	40%	30%	30%

III. CORDINATION.

The responsibility of developing Youth, Gymnastics, and Sports activities as a human investment for the Nation will be shared by responsible circles both in the government and in the private sector. Therefore coordination must be promoted.

A. Coordination among Youth and Sports organization.

Youth and Sports organizations in the PSDF, Army, at schools, in public and private organs and enterprises will be guided in coordinated activities, and for the planning and implementation of development projects throughout the country.

B. Coordination between Private Youth and Sports Organizations and the Government.

Those operational projects which promote a spirit of community cooperation will require active participation of Youth Groups, Gymnastics, and Sports Associations.

On the other side, the Government will provide personnel, facilities, and technical assistance to Youth Groups, Gymnastics, and Sports Associations.

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C. Among Government Agencies.

1. Ministry of Education.

Organize school Youth, Teenagers, and Children into Groups.

Maintain Youth activities, Gymnastics, and Sports activities at schools, with the support of the "School Activities Development Program" (CPS).

Organize annual Youth and Sports Festivals for school and University students.

Create school leaders from the student body, School Sports beginners, and athletes.

Establish programs in the educational curriculum for the teaching of School group activities, Gymnastics, and Sports.

Set up Youth and Sports facilities at schools.

Organize physical fitness tests for students.

2. Ministry of Interior.

Specify conditions so that all People's Self Defense Youths and Children automatically become members of Youth, physical fitness, and Sports Associations.

Carry out the Youth Program among the People's Self Defense Forces.

Train qualified People's Self Defense Inter-Team Leaders and Team Leaders to guide the Youth, physical fitness and sports movement of PSDF units.

The Deputy Village Chief for Security and the Deputy Hamlet Chief for Security are responsible for the implementation of the youth, physical fitness, and sports program in Villages and Hamlets in accordance with the special capabilities of the concerned Youth Services and Sections.

Maintain security and order for scheduled youth, physical fitness and Sport Assemblies.

Rapidly review dossiers requesting establishment of associations.

Facilitate entry and exit visas of Sport and Youth delegations.

3. Ministry of Defense.

Complete the organization of servicemen's children into groups.

Return youth, physical fitness and sports facilities to normal uses.

Develop youth, physical fitness and sports activities among military ranks of all branches.

Support organized youth, physical fitness and sports assemblies throughout the country.

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Review the consideration of legal draft deferments for Youth and Sport delegations going abroad.

Detach Youth, physical fitness and Sports coaches from the Armed Forces to work for the Youth Branch.

Regularize the organization of Boy Scout and Girl Guides and Military Sport Associations so that they can operate within the National Sport and Youth Organization system.

4. Ministry of Rural Development.

RDC Groups will cooperate with Deputy Village Chief for Security and Deputy Hamlet Chief for Security to do the following:

Guide youth, sports, and gymnastics activities in villages and hamlets.

Bring the Youth, Sports and Gymnastics Programs into the Village Self Development Program.

Support local authorities in establishing projects for the development of Youth, Gymnastics and sports facilities through the Community Development procedures.

Guide and encourage rural Youth to participate in the implementation of Village and Hamlet pacification and development plans.

5. Ministry of Information.

Publicize the Youth policy widely among the people.

Publicize the role Youth plays in national salvation and nation-building.

Guide Youth participation in the People's Information Program.

Explain to the people the importance of Youth, Gymnastics, and Sports activities to restore society and to serve the country.

6. Ministry of Social Welfare.

Create favorable conditions for juvenile delinquents to return as good citizens.

Manage Community Centers.

Organize entertainment and social welfare activities.

Strengthen society and Vietnamese Youth's way of life.

7. Ministry of Health.

Guide young people to participate in sanitation operations (surroundings, family, individual) and in public health.

Give training to Youth associations in community public health, first aid, and

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evacuation.

Support the nutrition program for national athletics.

Study and disseminate documents on sanitation and nutrition to be applied in Youth activities and camps.

8. Ministry for Development of Ethnic Minorities.

Form Ethnic Minorities Youth into groups.

Develop the physical fitness and Sports movement among the Ethnic Minorities.

9. Ministry of Foreign Affairs.

Assist in helping Youth and Sport delegations enter and leave country.

Provide Vietnamese Youth more opportunities to make contact with and exchange experiences with international Youth.

Help Vietnamese Youth, Sports, and Physical Fitness Associations participate in Youth and Sports Conferences and international sports contests.

Intervene to get developed countries to provide technicians and support for Youth, physical fitness, and Sports activities.

Form young people abroad into groups and sponsor their activities as well as that of Vietnamese students.

10. Ministry of Labor.

Organize laboring youth and members of labor unions into youth groups.

Provide professional orientation and provide employment for illiterate young people.

Develop many Vocational Training Centers for Young people.

11. Ministry of Land Reform and Agriculture and Fishery Development.

Form rural youth into groups.

Regularize the organization of the 4H Youth Association and Family Activities Associations to operate within the National Youth organizational system.

Provide rural youth with knowledge on farming techniques, animal husbandry, and fishery by developing Agricultural animal husbandry and fishery centers.

12. Central Pacification and Development Council.

Supervise the implementation of Youth programs in the Prefecture Capital, Provinces, Cities, Districts, Villages, Wards and Quarters.

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Study incorporation of the youth, physical fitness and, sports projects into the Province and City Self-Development Program.

IV. GOALS.

Order	Activities	Goals		Funds	
		Units	Personnel	National Budget	Self Development Budget
	YOUTH				
	A. <u>Domestic Activities</u>				
1	<u>Youth Council:</u>				
	- <u>Improve and develop Youth Councils at all levels:</u>				
	- Prefecture	01	09		X
	- Province (except Con Son)	47	423		X
	- City	09	81		X
	- District	253	2,277		X
	- Village	2,151	19,350		X
	- Ward	56	504		X
	- Sub-ward	61	549		X
	- <u>Form National Youth Council:</u>	01	108		
	Total:	2,579	23,301		
2	<u>Youth Organizations:</u>				
	- People's Self-Defense Forces	5,261	2,578,300		X
	- School	500	2,321,700		X
	- Armed Forces	400	49,000		X
	- In various Associations	41	400,092		X
	Total	6,201	5,349,892	0	X
3	<u>Conduct, sponsor and develop Youth activities for Youth Councils</u>				
	<u>Councils</u>	2,579	91,310	VN\$1,518,000	X

II-D-7

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4	<u>Organize Province, City and Prefectural Youth Conferences</u>	48	48,000	VN\$2,450,000	X
5	<u>Organize Nationwide Youth Conference</u>	01	2,500	VN\$2,500,000	X
6	<u>Conduct Youth Activities during four anniversaries for District Youths.</u>	253	101,200	VN\$2,940,000	
7	<u>Organize Youth Co-activity Camps:</u>	506	50,000	VN\$5,060,000	
	Total:	3,387	293,010	VN\$14,468,000	
	Grand Total:	12,167	5,666,203	VN\$14,468,000	
	B. International Activities				
8	Attend Asian Youth Conference In Thailand (12 January 1971)	01	02		
9	Attend Asian Anti-Communist Youth Conference in Taipei	01	02		
10	Take part in International Youth Camp in Republic of Korea (August 1971)	01	04		
11	Youth Seminars in Washington, U.S.A. (July 1971)	01	04	VN\$ 1,000,000	
12	Exchanges of Youth with USA, Japan, and Taiwan	03	09		
13	World Catholic Rural Youth Conference	01	03		
14	World Scout Meeting in Japan	01	03		
	Total	09	27		
	PHYSICAL FITNESS AND SPORTS				
	A. Domestic Tournaments.				
1	Improve and develop Sport Organizations:				

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	- National Sports Commission	03	076		
	- Sports Federations	20	362		
	- Sports Sector Commissions	40	180		
	- Sports Associations	502	30,120	VN\$10,781,000	
	- People's Self Defense Force Teams	2,151	64,530		
	- Armed Forces Teams	25	1,500		
	- School Teams	315	22,050		
	Total:	3,056	118,818	VN\$10,781,000	
2	<u>Organize Tournaments.</u>				
	- At District Stadiums	253	50,600	0	X
	- At Province and Capital Stadiums	48	14,400	VN\$2,650,000	
	- At Military Region Stadiums	9	3,600	VN\$5,500,000	
	- At National Stadium	1	1,188	VN\$5,500,000	
	Total:	311	69,788	VN\$13,150,000	
3	<u>Organize regular sport prize competitions:</u>				
	- At Province and Capital level	48	11,520	VN\$1,584,000	
	- At District level	253	151,800		X
	- At Village level	2,151	430,000		X
	- At Ward level	56	67,200		X
	- At Sub-ward level	61	73,200		X
	- At Hamlet level	10,522	2,151,400		
	Total	13,043	2,885,120	VN\$1,584,000	
4	<u>Organize special Tournaments:</u>				
	- Cycle race around Vietnam	1	120	VN\$2,000,000	
	- Mobile sport demonstrations	8	320	VN\$ 600,000	
	- National Day Tournament	3	154	VN\$2,000,000	
	Total	12	594	VN\$4,600,000	
	Grand Total	16,422	3,062,800	VN\$30,115,000	

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		B. World Tournaments			
5	<u>Attend Southeast Asia Olympic in Singapore</u>	1	130	VN\$4, 800, 000	
6	<u>Attend World Tournaments:</u>				
	- Soccer	6	120		X
	- Lawn Tennis	4	20		X
	- Table Tennis	2	16		X
	- Cycling race	3	30		X
	- Marksmanship	2	20		X
	- Volley ball	1	15		X
	- Swimming	1	10		X
	- Fencing	2	10		X
	Total:	22	371	VN\$4, 800, 000	
TRAINING					
1	<u>Continue training of 42 soccer coaches in the eight remaining months</u>	1	42	VN\$2, 722, 000	
2	<u>Conduct a 3-day seminar for all Chiefs of Provincial Youth Services</u>	1	49	VN\$ 774, 500	X
3	<u>Conduct training of 100 new soccer coaches (in 4 months of the year).</u>	1	100	VN\$1, 372, 000	
4	<u>Conduct training of basic coaches (2 month course)</u>	1	100		X
5	<u>Conduct Youth/Gymnastics and Sports Courses for basic and middle level coaches and Cadre</u>	3	150	VN\$ 128, 500	
6	<u>Conduct training of Leaders for Youth PCAGs</u>	253	2. 530	VN\$1, 000, 000	
7	<u>Conduct training of Youth Leaders for private Associations</u>	40	4, 000		

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8	<u>Conduct training of new</u>			
	<u>athletes</u>	49	12,350	
9	<u>Conduct training of National</u>			
	<u>athletes and players</u>	12	200	VN\$ 945,000
10	<u>Recovery, repair, and constru-</u>			
	<u>tion of provincial stadiums</u>	47		
	Total	408	19,521	VN\$6,942,000

Note: Funds paid by the General Directorate of Youth are estimated expenditures only. The National Budget for 1971 has not been officially promulgated.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix A: Land Reform

I. GENERAL.

A. General situation. The government emphasis in the Land Reform Program is to accelerate the "Making-Farmers-Land-Owners Program" so that the farmers enthusiastically increase production. This program will help make the people prosperous and the country strong. The specific programs are as follows:

1. Land-to-the-Tiller Program.
2. Program of land survey for Montagnard People.
3. Program of regularization of squatter status on public land for cultivation.
4. Program of distribution of land in resettlement camps and land development centers.

The Land-to-the-Tiller Program is considered as a most important program because of its broad scope and its status as a unique symbol of Government policy. Therefore, every resource and effort will be centered upon achieving the goals of this program. Existing programs will be continued.

The preparation for the execution of Law 3/70 was completed and execution began in the second half of 1970. In 1971, the Land-to-the-Tiller Program must be vigorously executed, concurrently with other programs of land distribution, in order to achieve established goals.

The program of land survey for the Montagnard people also plays an important role because it aims at an objective of economic, political, and social development for Montagnard People in the Vietnamese national community. It encourages them to actively contribute their share to restoring security and prosperity to the highlands and creates an advantageous condition for national activities that promote the national harmony. Agencies concerned must review the existing plans in order to effectively and promptly implement this program of land survey for Montagnards.

B. Duties of the Ministry responsible for implementing the program. With the mission of expediting the program to distribute land to the rural people, the Ministry of Land Reform and Agriculture and Fishery Development has established the following goals for each operational program in 1971:

1. Land-to-the-Tiller Program:

- a. Four hundred thousand (400,000) hectares of land will be distributed to farmers.

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- b. Farmers will be issued land titles and their ownership will be entered in the land register.
- c. The compensation for land-owners will be expedited concurrently with the distribution of land to farmers.

2. Land Survey Program for Montagnard People:

- a. Montagnard Hamlet Identification Program: 400 Montagnard hamlets.
- b. Survey of individual plots: 40,000 hectares. Since the holdings of individual Montagnards are rarely large, it will take much time to survey and identify these individual plots. Therefore, although the land survey for individuals will proceed, first priority must be given to the delimitation of hamlet living areas in the Montagnard Hamlet Identification Program, in order to give the individual Montagnards peace of mind until such time as they can be given their individual plots of land. The delimitation of main living areas must be made in such a way to be able to clearly and easily recognize boundaries of these areas based on documents (aerial photographs and maps) and bench marks.

The administration of land by Montagnard hamlets will be established immediately after completion of the land survey.

3. Program of distribution of land in resettlement camps and land development centers: Fifteen thousand (15,000) hectares of land will be distributed to people in resettlement camps.

This operation will be implemented with priority in those areas which are prosperous and active.

4. Program of regularization of the status of squatters tilling Government land: To be readjusted: 10,000 hectares. (The adjustment of this land will proceed based on current laws concerning the concession of Government properties and through simple procedures specified in Circular 10,601-BCTNT/HCTC/3/TT, 24 November 1964.)

II. CONCEPT (for task implementation)

In order to complete specified goals within time limits, the principle of decentralization of authority must be adhered to so that local governments bear the major share of responsibility for the progress of this work. Furthermore, simple, effective, technical methods and all modern facilities such as aerial photographs and computers must be used to the maximum. Lastly, the coordination and mutual support between jointly responsible agencies must be properly effected.

All details concerning the organization and assignment of duties for implementing the Land-to-the-Tiller Program are indicated in the Execution Plan which was prepared and forwarded by the Ministry of Land Reform and Agriculture and Fishery Development to the concerned Administrative and Technical Agencies for execution. (Reference: Letter 6625-CCDDNN/HCTC.3, MOLRAFD, 27 June 1970.)

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Circular 138-TT/ThT/PC2/3, Prime Minister's Office, 31 July 1970, approved the Execution Plan and reasserted the Province Chiefs' role in the implementation of the Land-to-the-Tiller Program.

The organization and assignment of duties for the implementation of programs of investing people with property other than under the Land-to-the-Tiller Program will continue according to existing regulations and procedures.

Since the program of hamlet boundary identification for Montagnards is so important, the current regulations and procedures must be organized into an implementing plan which will contain the following main sections:

- Organization and mission.
- Goals for each Province and Montagnard hamlet.
- Implementation procedures.
- Training.
- Publicity.
- Recruitment of personnel and cadre.
- Funding.
- Support and operational coordination among cooperating agencies.
- Briefings and reports.

The plan of implementation for this land survey program for Montagnards must be drafted and promulgated in early 1971.

III. IMPLEMENTATION.

A. Basic standards.

1. A Land Distribution Committee will be formed in each village. The Village Land Registrar of this Committee must coordinate with the Agriculture and Land Reform Commissioner and must hold the key position of collecting documents and preparing and establishing administrative and technical dossiers for review by the Committee in considering the distribution of land, investigating ownership, and determining land yield, etc.
2. For every five villages, there is a Team Leader who is responsible to guide, control, and supervise operations performed by Land Registrars and Village Land Distribution Committees, and who acts as a link between the Province Land Affairs Service and his villages.
3. Every three Team Leaders are supervised by a Controller who is responsible to guide, control, and supervise operations.

III-A-3

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4. In each Province Land Affairs Service, there is a Land-to-the-Tiller Project Leader and various Sub-Sections to support and manage all operations performed by Controllers, Team Leaders, and Village Land Registrars at work-sites.
5. At central level, the Director General of Land Affairs is the agency that has direct management responsibility for the Land-to-the-Tiller Program.

B. Tasking.

1. Operations in Villages:

- a. The Village Administrative Committee and the Hamlet Management Board have the duty to disseminate notices and urge and guide farmers to make applications for land.
- b. The Village Land Registrar and the Village Agriculture and Land Reform Commissioner have the duty to clear up worksites, identify land borders, and collect documents and establish dossiers to submit to the Village Land Distribution Committee for decision.
- c. The Village Land Distribution Committee, under the chairmanship of the Village Chief, meets to consider and decide upon applications for land, land yield, investigation of land ownership, etc.
- d. The Village Information Cadre has the duty to popularize the Land Reform Laws and other information pertaining to the implementation of the Land-to-the-Tiller Program.
- e. After receiving land titles, the Village Chief, the Village Agriculture and Land Reform Commissioner, and the Village Land Registrar present these titles to the farmers who are new land-owners.

2. Operations in provinces:

The Province Chief is responsible for the implementation of the Land-to-the-Tiller Program in the Province to achieve all set forth objectives:

- a. The Province Chief instructs all District Chiefs to follow up and provide security support for operations to be performed in their own Districts. District Chiefs are responsible to the Province Chief for the implementation of the Land-to-the-Tiller Program in their own Districts.
- b. With the assistance of the Province Land Affairs Service, the Province Chief drafts and promulgates an execution plan for the Land-to-the-Tiller Program for his Province in which goals for each village must be clearly fixed for easy follow-up, control, and supervision.
- c. The Province Land Affairs Service provides documents and technical guidance and continuously supervises the Village Land Distribution Committees.

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- d. The Province Information Service conducts its information programs to encourage farmers to submit applications for land and help them clearly understand all essential details pertaining to policy, procedures, and benefits of the Land-to-the-Tiller Program. The Province Land Affairs Service estimates requirements for the information and publicity of the Land-to-the-Tiller Program and reports these to the Province Chief and the Province People's Information Committee.
 - e. A Province Control Committee is formed in each province to control all documents for investigation of land ownership established by Village Land Distribution Committees.
 - f. Province authorities must follow up until land titles are handed over to farmers within 14 days after receipt from Saigon. Land titles must actually be handed over to farmers before they can count toward attainment of the listed goals.
 - g. The Province Chief continuously monitors the execution of the Land-to-the-Tiller Program to insure that it is properly implemented in accordance with current guidelines and regulations, as well as to prevent local authorities from creating problems with the people.
 - h. The Province Chief must expeditiously settle all disputes and conflicts which may cause disorder, or adversely affect the implementation of the Land Reform Program, and report such events to the Central Pacification and Development Council (Coordinating Center) and the Ministry of Land Reform and Agriculture and Fishery Development.
3. Operations in Military Region.
- a. The Military Region Commander monitors all Land Reform operations in his Military Region, studies and solves all problems which impede the distribution of land to farmers.
 - b. The Military Region Commander controls and supervises province authorities in order to expedite the implementation of the Land Reform Program.
 - c. The Military Region Commander helps the Province People's Information Committees in expediting the propaganda and publicity for the Land Reform Program.
4. Operations at Central Level.
- a. The Ministry of Interior instructs all Province Chiefs to assume responsibility for the implementation of the Land Reform Programs in their province.
 - b. The Ministry of Information coordinates with the Ministry of Land Reform and Agriculture and Fishery Development to stimulate publicity of the Land Reform Program as part of People's Information.

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- c. When requested, the Ministry of Rural Development supports the Ministry of Land Reform and Agriculture and Fishery Development with a required number of RD Cadre in order to reinforce the number of Land Registrars and Team Leaders in all villages throughout the country.
- d. The National Training Center, Vung Tau, coordinates with the Director General of Land Affairs to retrain, if necessary, all cadre and village and hamlet officials responsible for implementation of the Land-to-the-Tiller Program. A supplementary training course for 1,000 Village/Hamlet Officials and Cadre concerned will be organized by March 1971.
- e. The Ministry for Development of Ethnic Minorities supports the Ministry of Land Reform and Agriculture and Fishery Development with the required number of Son Thon RD Cadre necessary for the identification of Montagnard lands.

These detached Son Thon RD Cadre must be given supplementary training in order that they have the minimum knowledge of the purpose and operational policy of the program of land identification for the Montagnard People. The cadre can effectively support the local land agencies in the popularization of the program among the Montagnards, and thereby avoid unfortunate misunderstanding which could slow implementation.

- f. The Ministry of Defense coordinates with the Ministry of Land Reform and Agriculture and Fishery Development to do the following:
 - (1) Solve problems connected with personnel requirements and special cadre needed to be detached to the Land-to-the-Tiller Program.
 - (2) Meet requirements for aerial photography and conduct special air sorties to take supplementary aerial photographs of areas where Land Reform is slated but no photos exist.
 - (3) Make an agreement on the utilization of aerial photographs and provide military maps needed for Land Reform operations.
 - (4) Instruct the Geodetic Directorate to provide aerial photographs for the Director General of Land Affairs when requested.
 - (5) Instruct the General Office of Political Warfare to conduct training and publicity of the Land Reform Program among RVNAF units.
- g. The Ministry of Economy and the Ministry of Finance coordinate with, and support, the Ministry of Land Reform and Agriculture and Fishery Development to execute procedures for compensation of land-owners whose land was expropriated, to include procedures for utilization of treasury bonds for investment in industry.

C. Coordination. The close coordination between the Ministry of Interior, Ministry of Information, Ministry of Defense, Ministry of Economy, Ministry of Finance, Ministry of Rural Development, and Ministry for Development of Ethnic Minorities that will be required for the implementation of the Land-to-the-Tiller Program is discussed in the paragraph on Tasking.

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D. Planning and Reports.

1. Planning. The Plan for the execution of the Land-to-the-Tiller Program throughout the country was made and published by the Ministry of Land Reform and Agriculture and Fishery Development on 26 June 1970.

All Provinces will make their own plans based on the general plan of Central authorities and the goals to be achieved in their own area: Province Plans will indicate the volume of work to be executed in each village.

2. Reports.

- a. Every 15 days, all Province Administrative Headquarters will report by radio message to the Central Pacification and Development Council (Coordinating Center) and the Ministry of Land Reform and Agriculture and Fishery Development the hectares of each type of land which were distributed to farmers (land expropriated based on the Land-to-the-Tiller Law, land in resettlement camps and land development Centers, land squatted for cultivation, and Montagnard people's land), the number of farmers who received land, and the number of land titles which were issued to new land-owners.
- b. Every month, all Province Administrative Headquarters report to CPDC/CC and the Ministry of Land Reform and Agriculture and Fishery Development all details of the operational progress during the month together with the percentage of achievements compared with set forth objectives, and all difficulties and recommendations.

IV. GOALS. Attached hereto is the table of goals for the 1971 National Land Reform Program, broken down to each MR and Province.

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GOALS FOR 1971 LAND REFORM PROGRAM

	Distribution of Land in resettle- ment Camps	Regularization of squatter lands	Land Survey for Montagnard People		Land-to-the-Tiller Program
			Delineation of main living areas	Measured land and granting ownership	
MR 1	0 ha	800 ha	10 Villages, Hamlets	200 ha	3,800 ha
Danang	0	0	0	0	0
Quang Nam	0	300	0	0	800
Quang Ngai	0	0	10	200	1,500
Quang Tin	0	0	0	0	500
Quang Tri	0	0	0	0	500
Thua Thien	0	500	0	0	500
MR 2	6,300 ha	4,400 ha	350 Villages, Hamlets	30,400 ha	9,000 ha
Binh Dinh	300	100	5	500	1,500
Binh Thuan	0	100	0	100	3,300
Cam Ranh	0	0	0	0	0
Dalat T. Duc	1,100	1,500	50	8,000	0
Darlac	1,500	1,000	70	8,000	0
Kontum	0	0	50	4,500	0
Khanh Hoa	0	100	15	1,000	2,000
Lam Dong	0	500	30	6,000	0
Ninh Thuan	0	0	5	500	1,500
Phu Bon	0	0	56	4,500	0
Phu Yen	800	100	5	300	500
Pleiku	2,500	500	60	4,000	0
Quang Duc	1,000	500	10	1,000	0

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MR 3	4, 860 ha	3, 000 ha	40 Villages, Hamlets	3, 400 ha	44, 300 ha
Bien Hoa	900	180	0	0	4, 000
Binh Duong	0	0	0	0	1, 000
Binh Long	1, 100	1, 000	15	1, 200	0
Binh Tuy	800	500	5	500	0
Gia Dinh	0	0	0	0	9, 000
Hau Nghia	0	0	0	0	42
Long An	0	0	0	0	26, 000
Long Khanh	800	500	10	1, 000	0
Phuoc Long	1, 000	500	10	700	0
Phuoc Tuy	150	500	0	0	1, 500
Saigon	0	0	0	0	0
Tay Ninh	130	0	0	0	2, 758
Vung Tau	0	0	0	0	0
MR 4	3, 840 ha	1, 800 ha	0 Village, Hamlet	0	342, 900 ha
An Giang	0	0	0	0	45, 400
An Xuyen	0	200	0	0	35, 000
Ba Xuyen	0	0	0	0	31, 000
Bac Lieu	140	0	0	0	4, 000
Chau Doc	0	100	0	0	34, 000
Chuong Thien	0	0	0	0	25, 000
Dinh Tuong	0	0	0	0	20, 000
Go Cong	0	0	0	0	5, 000
Kien Giang	800	0	0	0	36, 500
Kien Hoa	0	0	0	0	12, 500
Kien Phong	2, 000	500	0	0	8, 000
Kien Tuong	900	1, 000	0	0	0
Phong Dinh	0	0	0	0	35, 000
Sadec	0	0	0	0	5, 000
Vinh Binh	0	0	0	0	34, 500
Vinh Long	0	0	0	0	8, 000
Throughout the country	15, 000 ha	10, 000 ha	400 Villages, Hamlets	40, 000 ha	400, 000 ha

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF- DEVELOPMENT

Appendix B: Agriculture and Fishery

I. GENERAL.

A. General Situation.

Results of the 1970 Pacification and Development Plan indicate that good success has been achieved in the field of Agriculture and Fisheries, especially in the extension of miracle rice cultivation and the deep-sea fishing research program. Additionally, the local people have clearly understood the real utility of the Self Development Program and are giving more and more labor and financial contributions to the Program.

In 1971, the local development of agriculture and fisheries must be accelerated with more effort to increase production so as to meet food consumption needs, to export agricultural products, and at the same time improve the farmers standard of living.

B. Duties of the Ministry or Agencies in charge of the Agriculture and Fisheries Program.

In order to achieve the above mentioned objectives, the Ministry of Land Reform and Agriculture and Fishery Development will expedite crop diversification, crop rotation and modernization of agriculture.

All Local Agriculture Agencies are responsible for providing technical guidance and assistance to the farmers in the implementation of the program.

The Central Agriculture Agencies should coordinate with all Province Pacification and Development Councils to initiate and supervise program implementation, solve problems in a timely way, and carry out recommendations presented by the local areas.

Parallel with the provision of technical guidance, research and training operations also need to be expedited by the agencies concerned.

- A National Crop Experiment Center will be established to study the improvement of seeds or new species of seeds more suitable for our country, in order to increase production and obtain continuous successes. An amount of 100,000 piasters will be utilized for Long Dinh station development.

A National Animal Husbandry Training Center will be established at Thu Duc for the following purposes:

- Train Animal Husbandry and Veterinary cadre.
- Demonstrate modern animal husbandry methods.
- Support and assist private animal husbandry breeders on feed for domestic animals. (Demonstrate methods of preparation of feeds, explain the formula for preparation and analyze these feeds for the benefit of breeders.)

III-B-1

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Tasks of the Ministry of Land Reform and Agriculture and Fishery Development have been planned for 1971 as follows:

- Grow high-productivity miracle rice on 750,000 hectares
- Develop corn and sorghum growing programs to promote crop diversification and supply essential cereals for animal husbandry requirements.
- Develop pig and poultry raising programs to meet the protein needs of the people.
- Review the curfew situation and limit geographical restrictions so that fishermen can do their job with more freedom of movement.
- Establish a National Crop Experiment Center to further practical research operations.
- Establish a National Animal Husbandry Training Center in order to support and assist private animal husbandry.
- Increase the number of fishing boats, encourage private individuals to establish refrigeration facilities, and enlarge fish breeding ponds.
- Establish small irrigation works in pacified areas.

II. CONCEPT.

- A. In order to aid the production projects to attain good results, agencies concerned should, in addition to technical guidance, create favorable conditions for large numbers of farmers and fishermen to participate in the program.

Designated farmers cultivating miracle rice may be loaned seeds, and provided with credits for the purchase of insecticide and fertilizer; seeds and loaned funds will be paid back to the loaning agency after harvest.

- In order to develop animal husbandry, farmers will be taught improved breeding methods as well as vaccination procedures and the use of veterinary medicine for the protection of domestic animals.

- To develop the ocean fishing industry, fishing zones must be extended and river mouths be dredged to facilitate navigation of fishing boats. Fish should be stored in refrigeration facilities to prevent spoilage.

- B. As production is increased, a search for consumer's markets and stabilization of the prices of farm produce must be accomplished. The results of the 1970 Sorghum Program have proved unsatisfactory because of a lack of a consumer's market for this farm produce.
- C. To attract the maximum number of people to participate in projects, the program must be widely disseminated and publicized to the villages and hamlets.
- D. In the implementation of projects, there should be close coordination between the agencies concerned at the Central as well as the local level. Supervision and control by responsible authorities are necessary in order to solve difficulties on a timely basis.

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III. EXECUTION.

A. Basic standard.

1. Production projects will be implemented under the form of "Productive Credits" through the Agriculture and Development Bank.

Regarding miracle rice, designated farmers growing rice can be loaned rice seeds or cash to purchase fertilizer and insecticide. They must pay back rice seed and cash after harvesting.

2. To encourage production and insure a consumer's market, a Market Committee will be formed to systematize the cereal market. This Committee will be managed by private persons and assisted by the Government.
3. As for animal raising, the main operation is to protect domestic animals. Four mobile vaccination training teams will go to all Military Regions for training cadre and farmers in inoculation methods as well as methods for storing vaccine.

Veterinary medicines will be provided to Provincial Agriculture Services for special use in newly pacified hamlets when serious disease outbreaks occur.

4. Regarding ocean fisheries, fishery companies will be oriented in procedures for borrowing funds from the Asian Development Bank in order to purchase foreign-made fishing boats with tonnages varying from 100 to 300 tons.
5. Five areas will be loaned funds to establish refrigeration rooms and purchase ice-producing machines: Danang, Nha Trang, Saigon, Qui Nhon and Pleiku. The money loaned will be gradually repaid by collections made each time the fisherman uses the refrigeration rooms.

In addition, the dredging of river mouths must be expedited to facilitate the movement of fishing boats. It is necessary to recommend to the Ministry of Defense that the extent of restricted areas and curfew times be reduced to permit fishermen to expand their activities.

6. Regarding irrigation, procedures should be established for rapid consideration of technical dossiers and bidding so that operations can be started and completed early in Central Vietnam prior to the typhoon and flood season.

B. Phases and Tasking.

1. Miracle Rice

a. Nationally

- Prepare a program for growing 750,000 hectares of miracle rice and make the following available:
- Rice Seed - A Fund for rice seed will be established to loan funds to Province Agriculture Services for purchase of rice seeds, particularly IR-20 seeds, for distribution to farmers as loans.

III-B-3

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- Fertilizer and insecticide should be adequately and regularly distributed to the provinces prior to crop seasons.
- Credit. All qualified farmers taking part in miracle rice program can easily borrow money from the Agricultural Development Bank for production of rice.
- Organize seminars in the MRs to examine strong and weak points of the recent harvest, and at the same expedite preparation for the next crop.
- Popularize the program to increase miracle rice production.
- Monitor and supervise the program locally.
- Provide technical training for Province personnel and cadre.

b. Locally.

- Popularize the cultivation of miracle rice at districts and villages.
- Plant 505,800 hectares of miracle rice in the first crop season.
- Plant 244,200 hectares of miracle rice in the second crop season.
- Collect, purchase and distribute an adequate quantity of good rice seeds to farmers, especially IR 20 seed.
- Monitor distribution of fertilizer and insecticide to provinces, districts and villages.
- Coordinate with the Agricultural Development Bank's branches to establish procedures for loaning money to farmers.
- Provide technical training for district cadre and farmers.
- Assist farmers to take care of rice fields and to protect crops.
- Survey land area and corresponding yields on miracle rice varieties.
- Seek a consumer's market for miracle rice.

2. Sorghum and Corn

a. Nationally.

A committee for the production and development of cereal grains, with the Director of Agriculture as Committee Chairman, is responsible for formulating a production program and plan for 17,500 hectares of sorghum and 2,000 hectares of corn.

b. Locally.

In each local area, the Province Agriculture Services should assign a

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specialist to be in charge of the production program at Province level with the following tasks:

- Initiate and popularize the program.
- Assist farmers to obtain seeds.
- Orient the people in the procedures of borrowing money from the Agricultural Development Bank.
- Provide guidance in agricultural techniques.

Scheduled program

- Regarding sorghum, there are 17,500 hectares divided as follows:

MR 2 : 6,500 hectares

MR 3 : 7,500 hectares

MR 4 : 3,500 hectares

Concerning corn, there are 2,000 hectares.

MR 3 : 500 hectares

MR 4 : 1,500 hectares

3. Animal Husbandry

a. Training and seminars.

With the participation of the Chiefs of Veterinary, Animal Husbandry and Agricultural Development Branches, seminars must be organized in order to explain the 1971 pacification and development policy, with emphasis on the need for positive and strong support of the Village Self-Development Program. Frequently perform preventive inoculation for domestic animals in newly pacified hamlets. Chiefs of all branches are also enjoined to provide guidance to the farmers in the application of modern animal husbandry techniques so they may increase family revenues.

b. Development of Animal Husbandry.

The Animal Husbandry Development Service will give guidance to the pacified hamlets on obtaining the best species of domestic animal breeds in order to gradually improve poor strains. Five additional insemination units will be established with the purpose of improving animal breeds. (It is planned that 12 insemination units will inseminate a total of 7,500 sows.)

c. Protection of domestic animals.

The Directorate will provide the Province Agriculture Services with veterinary medicines for special use in case of serious disease outbreaks at

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pacified hamlets in order to be ready to treat the diseased animals. Four mobile vaccination training teams will go to the four Military Regions to train cadre and farmers on vaccination methods and methods for preservation of vaccines. These trained persons will then go back to their hamlets and villages to be responsible to apply preventive measures for the protection of domestic animals against epidemic diseases.

Forty, one-week training courses are scheduled to be organized with 30 students in each course; each graduated student will be provided with one set of training aids including a thermos bottle, syringe, and needle.

d. Production of vaccines for domestic animals.

In order to protect domestic animals throughout the country, the National Institute of Bacteriology and Animal Pathology will produce vaccines against some of the communicable diseases of water buffalo, cattle, hogs and poultry. The Animal Protection Service will distribute vaccines to regional and provincial vaccine banks so that they may rapidly support newly pacified hamlets.

e. Veterinary and animal raising branch of the Province Agriculture Services.

This branch is responsible for organizing frequent meetings to explain the program, and for training of pacification and development cadre on the storage of vaccines, on techniques of inoculation, and on methods of raising domestic animals. Additionally, the branch must control training aids distributed to the cadre and monitor and expedite the appropriate use of medicine by cadre in order to obtain maximum results in the treatment of domestic animals in the pacified hamlets.

4. National Livestock Training Center.

a. Objectives. The National Livestock Training Center will be established with the following objectives:

- Train animal husbandry cadre.
- Demonstrate modern animal raising methods.
- Provide technical assistance to the private animal industry in two ways: by preparing formulas and analyzing animal feed for the benefit of breeders and the livestock feed industry.

b. Location. The National Livestock Training Center will be established at Thu Duc, on a 16-hectare area of the National Agriculture Center within 500 meters of the Bien Hoa Highway.

c. Installations. This Center will include the following sections:

- Poultry section (incubation room)
- Small animal section
- Animal feed mill

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- Nutrition laboratory
 - Swine section (artificial insemination room)
 - Training school for veterinary, animal husbandry cadre and livestock producers.
- d. Approximately VN\$150,000,000 will be available as supporting funds. Most machinery and operational facilities will be transferred from the Tan Son Nhut Livestock Center. In addition, commodities for equipping the station will be supported by USAID.
5. Fishing.
- a. Extension of fish and shrimp breeding. It is important to construct inland fish ponds as a source of protein which is necessary for nutrition, through the following measures:
- Encouraging and guiding fishermen to rebuild fish ponds with brick walls and dig new fish ponds.
 - Use mechanized means to dig fish ponds in abandoned areas. Tuyen Duc Province has dug 480,000 square meters of fish ponds mechanically.
 - Encourage the draining of brackish watered areas and transform them into fish ponds.
 - Fish hatcheries will provide breeding stock and speedy growing fingerlings for issue or sale at low prices to fishermen. Examples are trench, carp and "Cham" fish and as well as other species of fish living in brackish water such as telapia, "Mang" and "Doi" fish.
 - Train fishermen in methods of fish breeding, raising fish, and techniques for establishment of fish ponds.
- b. Increase the number of fishing boats.
- The sea fishery development program will be carried out as follows:
- Guide and support fishermen.
 - Guide fishermen in procedures for borrowing funds from the Asia Development Bank and the Agricultural Development Bank to purchase fishing boats and instruments.
 - Encourage and guide the construction and purchase of wooden or ferro-cement fishing boats between 30 and 70 tons for ocean use.
 - Help fishermen to mechanize 7,700 fishing boats and equip them with 500 fish sonars and 1,000 compasses.
 - In 1971, help fishery companies purchase 14 foreign-made fishing ships from 100 to 300 tons.

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In addition, American and Japanese Companies have promised to cooperate and sell 9 fishing and shrimping boats to Vietnamese fishery companies.

- c. It is also necessary to train fishermen in the use of fishing gear and in modern fishing techniques in order to increase production.
- Train and form fishery specialists and cadre. It is scheduled to organize a training program for 50 fishery specialists and 300 cadre. These specialists and cadre will directly train fishermen.

- Training fishermen in:

Modern techniques of net fishing for catching fish and shrimp.

Use of different kinds of nets, shrimp nets, light nets, turning nets, etc.

Use of fish sonars and compasses.

Use and maintenance of marine engines.

- d. Cold storage installations.

The fish catch has been increasing in the coastal areas while in other areas it has been insufficient. The problem of fish distribution must be solved. As fish is a very perishable commodity, the installation of refrigeration facilities is very important.

In 1971, 5 localities will be granted loans to establish cold storage rooms and ice making machines.

Locality	Cold Storage	Ice Production
Da Nang	100 tons	70 tons/day
Nha Trang	100 "	70 " /day
Saigon	100 "	70 " /day
Qui Nhon	70 "	50 " /day
Pleiku	40 "	20 " /day

The loans used to construct cold storage facilities will be recovered gradually from rent of the facilities to the fishermen.

- e. Dredging of river mouths for easy passage of fishing boats.

Most of the river estuaries at fishing centers have become very shallow due to accumulated silt, particularly in the provinces of Central Vietnam, thus making passage difficult and resulting in a loss of time to the fishermen because they have to wait for the high tide to enter and leave the port. In 1971, Phan Thiet Harbor will be dredged using a fund of VN\$13,000,000 and following that, Ninh Thuan Harbor. In the future, dredging is planned for Ham Tan, Ben Da, Xom Bong, and Quang Ngai Harbors.

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- f. Reduce the extent of restricted areas and curfews. Province Fishery Services are requested to send recommendations to the Directorate about the reduction of restricted areas and curfews to permit fishermen to extend their activities. The Directorate will forward recommendations to the Ministry of Defense on this matter if the local security situation is satisfactory.

C. Coordination (among fishery cadre and other agencies).

The implementation of the Agriculture and Fisheries Development Programs requires coordination among the following Ministries:

- Ministry of Economy in the importation of means of production and the marketing of agriculture and fishery produce.
- Ministry of Information. In the publicizing of the program and encouragement of the people to implement the program.
- Ministry of Defense. In the detachment of agriculture specialists, review of the curfew situation, and reduction of restricted areas to permit fishermen to extend their activities.
- Ministry of Rural Development. In the implementation of Village Self-Development Programs.
- Ministry for the Development of Ethnic Minorities. In the implementation of programs in provinces having ethnic minority people.

D. Plans and reports.

1. Planning. Unlike previous years and in order to meet local needs, the projects will be locally recommended and reviewed by Central Authorities for approval based on the Government Budget capabilities.
2. Reports.

Province Agriculture Agencies report operational results, difficulties, and recommendations to the Province Pacification and Development Councils concerned and the Central Agriculture Agencies.

IV. GOALS.

Attached hereto are 1971 goals of the miracle rice and sorghum programs. Goals of other programs will be established after consideration of local projects presently under way by Central Pacification and Development Council/Coordinating Center.

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OBJECTIVE OF SORGHUM PROGRAM

Nationally	17,500 hectares
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Distribution to MRs:

MR 2	6,500	"
MR 3	7,500	"
MR 4	3,500	

Province levels

- MR 2

Quang Ngai (MR 1)	1,000	"
Binh Dinh	1,000	"
Khanh Hoa	1,000	"
Ninh Thuan	1,000	"
Darlac	1,000	"
Pleiku	1,500	"

- MR 3

Bien Hoa	2,000	"
Long Khanh	1,500	"
Phuoc Tuy	1,000	"
Binh Duong	1,000	"
Binh Long	1,500	"
Tay Ninh	500	"

- MR 4

Sa Dec	500	"
Chau Doc	1,500	"
Kien Giang	500	"
An Giang	1,000	"

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AREAS SCHEDULED FOR PRODUCTION OF MIRACLE RICE

IN 1971 - 1972 CROP SEASON

Order	MR and Province	Areas for cultivation of varieties Miracle Rice			Remarks
		Crop Season 1/1971	Crop Season 2/1971	Total	
	<u>MR 1</u>	<u>37,000 ha</u>	<u>20,000 ha</u>	<u>57,000 ha</u>	
1	Quang Tri	3,500	1,500	5,000	
2.	Thua Thien	5,000	2,000	7,000	
3	Quang Nam	7,000	3,000	10,000	
4	Quang Tin	1,500	3,500	5,000	
5	Quang Ngai	20,000	10,000	30,000	
	<u>MR 2</u>	<u>57,200 ha</u>	<u>34,700 ha</u>	<u>91,900 ha</u>	
6	Binh Dinh	25,000	10,000	35,000	
7	Phu Bon	800		800	
8	Phu Yen	12,000	8,000	20,000	
9	Khanh Hoa	8,000	7,000	15,000	
10	Ninh Thuan	5,000	3,000	8,000	
11	Binh Thuan	2,000	6,000	8,000	
12	Lam Dong	500		500	
13	Tuyen Duc	500		500	
14	Quang Duc	300	200	500	
15	Darlac	700	300	1,000	
16	Pleiku	1,000		1,000	
17	Kontum	1,000		1,000	
18	Cam Ranh	400	200	600	
	<u>MR 3</u>	<u>111,600 ha</u>	<u>31,500 ha</u>	<u>143,100 ha</u>	
19	Bien Hoa	15,000	5,000	20,000	
20	Long An	50,000	10,000	60,000	
21	Binh Duong	4,000	3,000	7,000	
22	Binh Tuy	2,500	1,500	4,000	
23	Gia Dinh	15,000	5,000	20,000	

III-B-11

UNCLASSIFIED

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24	Hau Nghia	6,000	1,000	7,000
25	Long Khanh	3,500	1,000	4,500
26	Phuoc Tuy	3,550		3,550
27	Tay Ninh	10,000	5,000	15,000
28	Phuoc Long	1,000		1,000
29	Binh Long	1,000		1,000
30	Vung Tau	50		50
	<u>MR 4</u>	<u>300,000 ha</u>	<u>158,000 ha</u>	<u>458,000 ha</u>
31	Dinh Tuong	25,000	35,000	60,000
32	Kien Hoa	40,000	15,000	55,000
33	Go Cong	15,000	5,000	20,000
34	Vinh Binh	20,000		20,000
35	Vinh Long	35,000	15,000	50,000
36	Sadec	12,000	8,000	20,000
37	An Giang	25,000	20,000	45,000
38	An Xuyen	15,000		15,000
39	Ba Xuyen	20,000	15,000	35,000
40	Chuong Thien	8,000	4,000	12,000
41	Bac Lieu	20,000		20,000
42	Phong Dinh	35,000	20,000	55,000
43	Kien Phong	6,000	4,000	10,000
44	Kien Giang	15,000	10,000	25,000
45	Kien Tuong	5,000	3,000	8,000
46	Chau Doc	4,000	4,000	8,000
	Grand Total . . .	<u>505,800 ha</u>	<u>244,200 ha</u>	<u>750,000 ha</u>

Remarks: The above mentioned areas are estimates which will be confirmed during seminars with Province Agriculture Services in MRs.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

APPENDIX III: LOCAL SELF-DEVELOPMENT

Appendix C: Local Economic Development

I. GENERAL.

A. Situation.

The Vietnamese economy has encountered many difficulties since 1965. As day-to-day expenditures from the National Budget have increased, especially expenditures for national defense, our budget always shows a deficit. There is an unfavorable balance of trade because yearly imports total 700 million dollars while exports are between fifteen and twenty million dollars. This situation is due primarily because the war has absorbed most of the manpower and skills and reduced production. The rural areas are the most affected.

In past years, Government efforts focused on restoring security to the villages and hamlets and resettling refugees in order to gradually re-establish a basis for development in the rural areas. Thanks to the pacification plan, security has been restored over nearly all our territory. Consequently, and parallel with results of the pacification program, efforts in 1971 must emphasize the importance of increasing production and improving rural living conditions.

B. Mission of the Ministry of Economy.

In this economic situation, the Ministry of Economy advocates a local community development process as follows:

1. Stabilize local costs of living.
2. Expedite increase of local residents' incomes.
3. Carry out a reasonable rice policy.
4. Grant specific support to an industrial Development Program relative to agriculture and fishery industry.
5. Actively support the ministries and related agencies in local development.

II. CONCEPT.

A sound economy can be envisaged only when it has the capability to serve the people and restore a high level of income to the majority and insure a prosperous life. Most of the Vietnamese people presently live by agriculture. Prior to the war, agricultural yields not only met home requirements but actually provided a surplus available for export. Due to the present state of war, production has fallen, forcing us to import rice to satisfy needs.

Our essential task in 1971 is to guide the majority who live by agriculture in such a way to restore their faith and vitality by encouraging local development in order to create a prosperous and beautiful life.

III-C-1

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III. IMPLEMENTATION.

A. Methods of Operation

In order to accomplish the above mission, the Ministry of Economy must undertake the following essential items:

1. Stabilization of the Local Cost of Living. Endeavor to regulate market supply and demand. Special emphasis must be placed on the distribution and storage of staples. Thus, it is necessary to accomplish the following:

Reinforce the system of secure warehouses. The Ministry of Economy has expedited the establishment of several warehouses in the provinces. Every province will have to provide a warehouse on a self-help basis for the storage of a one-month emergency stock of such staples as sugar, milk, and flour.

The Ministry of Economy has instructed the regional directorates of economic inspection to check the provincial warehouses during the first quarter in order to establish secure warehouses.

Encourage private entrepreneurs to establish supermarkets in the provinces. Every province must have a minimum of one supermarket. The General Supply Office will provide technical operational guidance as well as issue items for consumption.

Encourage the people to participate in consumers' cooperatives so as to eliminate the middlemen as much as possible.

Simplify local price controls and economic control measures in order to progress to a free economy.

2. Increase Personal Incomes for the Local People. Encourage and assist farmers and fishermen to increase production by reserving priority for them and, if necessary, importing tractors, water pumps, fertilizers, insecticides, and marine engines.

During 1971, the Ministry of Economy has provided foreign currency totaling some US\$ 25,000,000 for the importation of agriculture and fishing equipment, as follows:

Tractors (12,000 small units) :	US\$ 12,000,000
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Other types of equipment :	US\$ 13,000,000
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Encourage and assist animal husbandry and cultivation by reserving priorities for the importation of good breeds of pigs and chickens and strains of seeds. The amount of foreign currency provided will be in accordance with the requirements of importers.

Encourage the various branches of local light handicraft industries by providing technical guidance and granting priority for the importation of machinery, equipment, and raw materials.

Improvement of the system for transporting materials will require the importation of various types of utility vehicles or small trucks in order that the farmers may

III-C-2

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transport their produce to market areas.

3. Implement an appropriate rice policy. In order to encourage the farmers to increase production and raise their standard of living and use domestic rice, the Ministry of Economy will apply the following measures:
 - a. Guarantee the price of rice at a fixed rate.
 - b. Buy, without restriction, domestic rice at the guaranteed price.
 - c. Grant permission for the free transport of rice.
 - d. Encourage businessmen to transport rice to Central Vietnam by furnishing them the cost of transportation.
 - e. Coordinate with the Ministry of Land Reform to use the farmers' associations and cooperatives as vehicles for the purchase of rice.

Through these measures, proper use and distribution can be made of the 1.8 million tons of surplus rice produced in MR 4 during 1971.

4. Establish a fertilizer plant valued at about US\$ 60,000,000. Moreover, additional fishing boats will be purchased for the development of fishing industries. The amount of foreign currency reserved for this will be according to requirements.
5. Regarding projects related to other ministries, the Ministry of Economy may review support necessary.

B. Organization and Tasking.

1. Central Government.

The Ministry of Economy, based on that part of the National policy under its purview, will coordinate closely with related ministries in order to implement the local development program as follows:

The Directorate of Foreign Commerce and the Directorate of Commercial Support are responsible for import procedures, and establishing the priorities for fishing and farming industries, as well as animal husbandry projects.

The Center for Economic and Industrial Development assists in establishing industrial projects. It also provides investment guidance and assists in credit matters.

The Center for the Development of Light Industry and the Center for the Development of Exports will provide technical guidance for small businessmen in order to increase production and improve industry. They will assist in the introduction of handicraft products to the international market and may also assist with credit.

2. Local Areas.

Regional Directorates of Economic Inspection will publicize economic policy and execute such missions as are assigned them by the Ministry of Economy.

III-C-3

UNCLASSIFIED

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Related province technical services will coordinate with local governments and with the Directorate of Economic Inspection in order to directly implement policy, establish control, and report results.

C. Coordination (with other Ministries and Agencies)

The Ministry of Economy will endeavor to effect regular coordination with other ministries and agencies, especially with the Ministry of Land Reform and Agriculture and Fishery Development, in the implementation of common policies and duties involving the Ministry of Economy. This is especially true in the matter of supporting local development projects.

In local areas, coordination must take place similar to that described in the section on tasking between the Central Government and local areas.

D. Reports.

Monthly, the Directorate of Economic Inspection will summarize local requirements for staples, machinery, and other equipment used in agriculture and fishing and report to the Ministry for response.

Moreover, local meetings must be regularly organized between representatives of the ministries and the local government in order to rapidly solve all economic problems.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix D: War Veterans.

I. GENERAL.

A. General Situation:

The Ministry of War Veterans is concerned with the following:

War Veterans, 216,000 as of 21 November 1970.

Disabled soldiers, 43,002.

Parents of servicemen killed, 33,743.

War widows, 71,005

War orphans, 284,020 (of which 128,392 are wards of the Nation).

Law 08/70 promulgated on 9 July 1970 specified the privileges reserved for the above elements in allowances, job opportunities, health, social welfare, and education.

The Ministry of War Veterans needs support from Ministries and especially from local administrative Agencies (Provinces and Cities) to actively help normalize the lives of war veterans, disabled soldiers, and the families of war dead in the national and social community.

B. Mission.

The Ministry of War Veterans' duties include the following:

Expediently pay the various retirement pensions and allowances; provide physical and social rehabilitation for invalids (including war victims); give medical care to all elements (free consultation and treatment in public, military, and civilian hospitals); provide them with vocational orientation and training; seek and provide them with employment; provide general and technical education to war orphans and wards of the nation, and adult education to war veterans and disabled soldiers; and provide housing or construction material to disabled soldiers.

II. CONCEPT.

The Government must prepare a program designed to help and support those people who have devoted themselves to the Nation, especially those who have been wounded or died in the national cause. War orphans and war widows must be given proper care (health, social welfare, education, and job opportunities).

Coordination among Ministries concerned must be improved so that future support to war veteran programs will be adequate and practical. War veterans must be given assistance and treated well. Attention must be paid to meeting war veterans' requirements and to

III-D-1

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providing solutions to retirement pension and other types of allowance problems.

Therefore, special housing objectives must be set up for disabled soldiers and expeditious payment be made for various types of allowances and retirement pensions (within the maximum time limit of 90 days) to disabled soldiers, war widows, war orphans and parents of soldiers killed. In brief, those articles specified in Law 08/70 promulgated on 9 July 1970, which determine benefits reserved for disabled soldiers, families of war dead, and war veterans, must be executed in the shortest time limit.

III. IMPLEMENTATION.

- A. Objective 1. Complete the preparation of implementing documents of Law 08/70, regarding retirement pensions, allowances, health, social welfare, educational, vocational training and orientation, recommendation for employment, and job opportunity.
- B. Objective 2. Improve the management of the Central and local War Veterans Agencies.

- 1. Personnel: Recruit 481 additional Cadre for Central Agencies and province Services.

Organize training courses for newly-recruited personnel (from 1 April 1971 through 1 July 1971)

Organize seminars for province and city cadre regarding procedures to prepare records, distribute pension books, and pay allowances (from 1 April 1971 through 1 July 1971).

- 2. Agencies.

Repair the headquarters of the War Veterans Service, Hue. (From 1 January 1971 through 1 July 1971).

Repair and improve technical facilities for Central and local Agencies (from 1 January 1971 through 31 December 1971).

- C. Objective 3. Expedite payment for various types of retirement pensions and allowances. Following are the retirement pensions and allowance books to be distributed in 1971:

Retirement pensions of various types:	4,865 books
Disabled soldiers allowances:	13,220 books
Disabled soldiers' childrens allowances:	16,713 -do-
War widows allowances:	32,281 -do-
Parents of War Dead:	5,846 -do-
Wards of the nation allowances:	13,862 -do-
Total:	86,787 books

- D. Objective 4: Rehabilitation of invalids.

- 1. Health restoration (from 1 January 1971 through 31 December 1971)

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Build the Saigon Hospital for paralysis cases; establish one surgery and one laboratory in Qui Nhon and Danang Centers; help establish an orthopedic clinic for lepers in Qui Nhon; equip the Mental Rehabilitation School; provide 100 additional beds for the Central hospital and raise the number of beds in each subsidiary hospital to 100; organize classes for the formation of Physiotherapy Assistants and Technicians.

2. Convalescent center for disabled soldiers:

Reconstruct the Hue Convalescent Center for Disabled Soldiers destroyed during "Tet Mau Than" (1968) (From 1 January 1971 through 1 July 1971); repair Camp TV/SAC recently turned over by the Ministry of Defense as a Convalescent Center, Vung Tau (From 1 January 1971 through 1 July 1971); ameliorate the situation of some 700 paralysis cases at Vung Tau and other Military Hospitals (from 1 January 1971 through 31 December 1971); and build 43 villages for disabled soldiers in provinces, composed of 3,000 housing units at Thu Duc, 400 units at the Pham The Hien Area, and from 100 to 150 units in province capitals (from 1 January 1971 through 31 December 1971).

E. Objective 5: Vocational guidance and training and creation of employment for disabled soldiers.

Provide better equipment for Vocational training courses: refrigerators, air-conditioners, radio, T. V., industrial electricity (from 1 January through 31 December 1971); train instructors for replacement of foreign instructors in Vocational Training Centers (from 1 January 1971 through 31 December 1971); cooperate with friendly Agencies (Ministry of Labor), support Agencies, and private enterprises to organize additional short-term vocational orientation and training classes, (from 1 January through 31 December 1971); expand activities of the Go Vap Production Center to admit 482 workers from among war veterans of various branches.

Food factory	: 422 positions
Medal making shop	: 20 - do -
Carpentry shop	: 2 - do -
Printing shop	: 11 - do -
Tailoring shop	: 20 - do -
Motor maintenance shop	: <u>7</u> - do -
	482 positions.

Create production branches for war veterans: farms in Long Khanh, piscicultural services in Vung Tau, and rice drying factories in Gia Dinh.

F. Objective 6: General and technical education

1. General education:

Complete the construction and equipping of the Can Tho secondary school for admission of 250 students (from 1 January 1971 through 31 December 1971);

III-D-3

UNCLASSIFIED

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complete equipment of Dinh Tuong Secondary School for admission of 150 students; expand existing Secondary Schools to admit more students.

Saigon Secondary School will receive 800 more students (It has 2,500 students in school year 1970-1971). Hue Secondary School will receive 250 more students (It has 400 students in school year 1970-71). Da Nang Secondary School will receive 120 more students (It has 300 students in school year 1970-71).

2. Technical Education.

Expand the Saigon Technical Secondary School.

The following additional classes will be opened in 1971:

One technical class on car repair; one on carpentry; two on mathematics; two 7th technical grades on domestic economy; and six short-term classes on car repair, electricity, ironwork, carpentry, drawing, and tailoring. These classes are expected to receive 500 more students (from 1 April 1971 through 1 October 1971).

3. Expansion of boarding areas.

Saigon plans to receive 300 additional male students (there are presently 300 female students).

Hue plans to receive 50 more students (from 1 January 1971 through 1 July 1971).

IV. COORDINATION. (Ministry of War Veterans)

A. Coordinate with the Ministry of Labor and the Ministry of Economy to do the following:

Seek measures for promulgation in statutory documents for drafting and submission to the Prime Minister regarding priority of employment for disabled soldiers, war widows, war orphans, and war veterans.

Organize vocational training classes for them.

B. Coordinate with the Ministry of Social Welfare and the Ministry of Health to do the following:

Request for support or ask foreign associations to extend assistance to Convalescent and Rehabilitation Centers - provide medical support (free treatment and consultations).

C. Coordinate with the Ministry of Land Reform, Agriculture, and Fisheries Development to do the following:

Develop farms, animal husbandry, and fishing installations; distribute land for cultivation to war veterans and disabled soldiers who submit requests.

D. Coordinate with the Ministry of Education to do the following:

Support school for national wards with instructors. Improve their education. Organize

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adult secondary and elementary classes for war veterans and disabled soldiers. Grant scholarships to war orphans, and wards of the nation who must attend private schools; reserve a yearly scholarship percentage for further study abroad.

E. Coordinate with the Ministry of Interior to do the following:

Nominate officials to assume duties pertaining to war veterans affairs in provinces having no War Veterans Services.

F. Coordinate with the Ministry of Public Works (Central Housing Department) to design plans for building invalids' villages and follow up the implementation of projects being administered by local authorities.

V. REPORTS.

Law 08/70 prescribing benefits for disabled soldiers, families of war dead, and war veterans is applicable to all agencies. Operational reports relative to war veterans must be forwarded to the Ministry of War Veterans for regular submission of reports to the Central Pacification and Development Council. With regard to the progress in the establishment of Invalid villages, local administration agencies will include comment in their periodic reports to Pacification and Development Councils.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix E: A Brighter Life for War Victims

I. GENERAL.

A. General situation.

In 1970, with successive important victories over the enemy and satisfactory progress in pacification operations, many Villages and Hamlets, formerly insecure and under the influence of the Communists, have been gradually won over by the National Government. Therefore, the number of people who must leave their insecure native homes and avoid Communist terrorism has been greatly reduced. In addition, a large number of evacuees (Anti-Communist Refugees) have been resettled at suitable areas or returned to their native villages or hamlets.

B. Responsibilities.

If during 1971, Communist attacks and shellings decrease, the number of evacuees (Refugees from Communism) and war victims suffering damages of houses and properties will also be lowered.

Nevertheless, both the Relief Program and the Program of a Brighter Life for War-Victims should be continued as in the previous years in order to help the following categories of war victims:

1. Evacuees. (Refugees from Communism)
2. Victims suffering damage to houses or property, or injured or killed in the war.
3. Repatriates from Cambodia.
4. Orphans, widows, and disabled war victims.

Moreover, during 1971, the Provincial P&D councils will also implement a study of the living conditions of war victims in the permanently resettled areas in order to improve their life in the province.

C. Following are relief measures:

1. Regarding people in temporary resettlement camps.
 - a. Issue allowances for temporary settlement.
 - b. Issue allowances for resettlement or return to village.
 - c. Formulate development programs in permanently resettled areas and in hamlets where people have returned to include the following elements:

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- (1) Construct health, sanitation, and education facilities such as first-aid stations, maternity, wells, latrines, and classrooms.
 - (2) Organize vocational training courses (tailors, weavers, electrical workers, mechanics, blacksmiths, carpenters, hat makers, basket weavers, etc.)
 - (3) Issue rice seeds, other seeds, seedlings, and agricultural equipment.
 - (4) Issue outboard motors, and fishing nets.
 - (5) Issue breeding pigs, breeding fishes, chickens, and ducks.
 - (6) Establish Production Cooperatives to make charcoal, bricks, tile, etc.,.
2. In regard to War Victims who have suffered damage to houses and properties, are injured or have lost the head of the family due to war.
- a. Issue immediate allowances.
 - b. Issue allowances for reconstruction.
 - c. Issue death gratuities or allowances for injuries.
3. Regarding Repatriates from Cambodia.
- a. Issue initial allowances, allowances for temporary settlement, and transportation allowances.
 - b. Issue allowances for individual resettlement.
 - c. Issue allowances for collective resettlement.
4. Regarding Orphans, Widows, and Disabled War-Victims.
- a. Issue a monthly quantity of foods from the "Foods for Peace" Program.
 - b. Allow orphans and widows to attend vocational training courses reserved for refugees from communism.
 - c. Provide rehabilitation for disabled people. (Physically and vocationally)

II. CONCEPT.

In the fight against the Communists to protect our Freedom, Independence, and Democracy, the war victims should be given priority assistance and relief measures which should aim at three main objectives as follows:

- A. Bolster the anti-Communist spirit of war victims.
- B. Normalize the life of war victims.

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C. Assist them in attaining self-sufficiency.

III. IMPLEMENTATION.

A. Basic criteria.

1. Complete the resettlement or return to village of temporary resettled people (refugees from communism) who left their native areas in 1970 and previous years in accordance with the goals specified at TAB 1.
2. Provide timely relief and permanently resettle refugees who have been temporarily resettled in the event they cannot return to their native Villages due to the security situation.
3. Develop the resettlement centers and return-to-village in order to help war victims to progress to self-sufficiency.
4. Provide immediate and adequate relief for war victims suffering damages to houses and properties, are injured, or have lost the head of the family due to war. Settle all problems concerning relief dossiers of war victims which remained unsolved in 1970.
5. Complete the individual resettlement or collective resettlement of repatriates from Cambodia who returned to their country in 1970, and help them to build a new life.
6. Complete the census of orphans, widows, and disabled people and take appropriate measures to assist them.

B. Tasking.

The cause of delay in providing relief for all war victims in 1970 has been the usually slow transmission of plans from Province to the Central government and slow forwarding of relief dossiers from village to province levels. Moreover, as the people and Village and Hamlet officials did not thoroughly understand the relief procedures and regulations, it took much time to review relief dossiers and return dossiers with irregularities for readjustment. In addition, the shortage of funds at Central level also caused difficulty in the issue of imprest funds to localities; and as a result, a number of provinces with a large number of war victims were not allocated funds in time to provide needed relief. On the other hand, some Provinces requested the central government to advance them funds which were considered to be excessive when compared with their requirements, thus causing an imbalance of funds between provinces at the end of the year, and slowing relief work.

To prevent these shortcomings in 1971, the following measures should be taken.

1. At Central level.
 - a. The Ministry of Social Welfare should refer to accurate data in estimating the requirements of each Province and advance an appropriate fund at the beginning of the year.
 - b. The Ministry of Social Welfare should study measures to simplify the

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procedures for consideration and allocation of funds relating to the Relief Program for temporarily resettled people (refugees from communism).

- c. There should be close coordination between the Central Pacification and Development Council Coordinating Center, Ministry of Social Welfare, and other Ministries and friendly Agencies concerned in order to expeditiously settle important cases submitted by localities.
- d. Ministries supporting the Program of "A Brigher Life for War Victims" should issue necessary instructions to their subordinate local agencies for execution.

2. Locally.

- a. MR and Province Pacification and Development Councils should strictly execute the provisions of Circular 1166, Prime Minister's office, 18 April 1970, and Circular 5407, MOSW, 31 July 1970, for the solution of all cases concerning temporarily resettled persons (refugees from communism).
- b. Province Pacification and Development Councils must strictly execute the provisions of Circular 1294, 13 August 1969, which is amended by Circular 1389, 18 September 1969, Prime Minister's Office, regarding the planning for resettlement and return-to-village of war victims.
- c. Provinces must hold seminars to disseminate information on relief policy regulations and procedures for refugees, war victims, repatriates from Cambodia, orphans, widows, and disabled people, to Village and Hamlet officials (especially to the Culture and Social Welfare Commissioners), so that they can effectively carry out their duties.
- d. Village and Hamlet Authorities must promptly and accurately review all cases relating to war victims, persons returning to village and repatriates from Cambodia in order to avoid any omissions or abuse of authority.
- e. District and Village Authorities must guide the people in making applications for relief and complete the necessary dossiers for rapid transmittal to Province Headquarters and the Province Social Welfare Service.
- f. With the support of the Province Pacification and Development Coordinating Center, and District and Village Authorities, the Province Social Welfare Service must complete relief operations for war victims, or resettle them and help them to return home within one month after receiving an approved decision from the central government.

C. Coordination.

In the implementation of "A Brighter Life for War Victims Program," there should be a close coordination among MR Pacification and Development Councils, Province and City Pacification and Development Councils, Province and City Councils, religious, political, social, youth groups as well as technical services, district, village, and hamlet authorities and local people.

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In addition, the Ministries are responsible for providing support as follows:

1. Ministry of Information.
 - a. Publicize relief programs for refugees from communism, war victims, repatriates from Cambodia, orphans, widows, and disabled people.
 - b. Send Information Cadre to Evacuation Centers, Resettlement Centers, and hamlets to which people have returned in order to encourage all elements of war victims.
 - c. Print posters, leaflets, banners, etc. with slogans relating to the program of "A Brighter Life for War Victims."
2. Ministry of Rural Development.
 - a. Designate RD Cadre to help in making a survey of war victims and temporary resettles.
 - b. Designate RD Cadre to guide in the implementation of development programs.
3. Ministry of Health.
 - a. Assign Cadre and provide medicines and necessary equipment for the management of first-aid stations and maternity at Resettlement Centers and hamlets where people have returned.
 - b. Beginning in 1972, pay the salaries of Health Cadre newly recruited in 1971 (including Health Cadre and Rural Midwives) at Resettlement Centers and hamlets where people have returned.
4. Ministry of Education.
 - a. Assign and help to recruit teachers for conducting classes at Resettlement Centers and Returnees' hamlets.
 - b. Beginning 1972, pay salaries to teachers newly recruited in 1971 at Resettlement Centers and Returnees' hamlets.
 - c. Give support in the organization of vocational training courses at Technical Schools.
5. Ministry of Land Reform and Agriculture and Fishery Development.
 - a. Assign cadre to guide people returning to village in agriculture and animal husbandry techniques and organization of cooperatives.
 - b. Provide seeds, fertilizer, necessary agricultural, and fishing equipment.
6. Ministry of Public Works.

Guide and assist the reconstruction of roads, markets, government buildings, bridges and drains, wells, electricity and power plants, etc. at hamlets where people have returned.

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7. Ministry of Labor.

- a. Assist in the organization of vocational training courses.
- b. Seek jobs for all elements of war victims.

8. Ministry for Development of Ethnic Minorities.

Assign Son Thon RD Cadre to help Montagnard war victims and temporarily resettled people (refugees from communism).

9. Ministry for War Veterans.

Rehabilitate disabled people (physically and vocationally).

10. General Directorate of Youth.

Guide in the organization of sport activities and entertainment at Evacuation Centers, Resettlement Centers, and returnees' hamlets.

D. Planning.

1. Development Projects for Hamlets to which people have returned.

In 1971, in order to encourage and give real help to refugees from communism to return to their native villages and hamlets, the Ministry of Social Welfare will allocate funds to Provinces and Cities to implement development projects for hamlets having 300 or more refugees from communism who have returned to the hamlets.

2. Implementation Procedures.

Development projects will be carried out to meet the aspirations of refugees from communism who have returned to home. The Province Pacification and Development Council is responsible to review projects and directly recommend them to the Central Pacification and Development Council. Copies of projects and recommendations should be forwarded to the MR Pacification and Development Council concerned and MOSW.

Upon receipt of copies of projects, the MR Pacification and Development Council should provide their comments to the Central Pacification and Development Council within ten days. Beyond this period, if the MR Pacification and Development Council has no recommendations, projects will be considered having implicit agreement of the MR, PDC.

The Central Pacification and Development Council Coordinating Center will coordinate with MOSW and Ministries concerned to consider Province Development Projects.

When development projects are approved by the CPDC, the Province Pacification and Development Council is responsible for execution of the projects.

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IV. GOALS.

A. Temporary resettles (refugees from communism).

Nationally.

- Permanent resettlement 80,000 people
- Return to village 350,000 people

(See TAB 1 attached).

B. War Victims suffering damage to houses and property or who have been injured or who have lost the head of family due to war.

Relief operations should be provided to all deserving victims of the war. (Provide funds for 96,000 war victims throughout the country).

C. Repatriates from Cambodia.

Twenty thousand repatriates from Cambodia require assistance in collective resettlement.

D. Orphans, widows, and disabled war victims.

All orphans, widows, and disabled war-victims are to be surveyed in the Prefecture and Provinces and Cities.

Enclosure:
TAB 1

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

TAB 1: List of Evacuees (Refugees from Communism) scheduled for resettlement and Return-to-Village in 1971 for total Community Defense and Local Development Plan, to Appendix E: A Brighter Life for War Victims

ORDER	PROVINCE AND CITY	RESETTLED	RETURN TO VILLAGE	TOTAL	REMARKS
(1)					
1	Quang Tri	0	1,900	1,000	
2	Thua Thien Hue	0	17,200	17,200	
3	Thi Xa Da Nang	1,300	0	1,300	
4	Quang Nam	22,000	7,200	29,200	
5	Quang Tin	7,200	6,200	13,400	
6	Quang Ngai	5,500	80,500	86,000	
<hr/>					
TOTAL :	MR 1	36,000	113,000	149,000	
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7	Binh Dinh	300	74,290	74,590	
8	Phu Bon	200	0	200	
9	Phu Yen	0	28,390	28,390	
10	Darlac	500	3,090	3,590	
11	Khanh Hoa	0	1,790	1,790	
12	Quang Duc	200	0	200	
13	Tuyen Duc	0	1,990	1,990	
13 B	Da Lat	0	0	0	
14	Ninh Thuan	0	0	0	
15	Binh Thuan	0	1,490	1,490	
16	Thi Xa Cam Ranh	0	3,290	3,290	
17	Lam Dong	200	190	390	
18	Pleiku	2,600	3,390	5,990	

III-E-1-1

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19	:	Kontum	:	0	:	2,090	:	2,090	:
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TOTAL	:	MR 2	:	4,000	:	120,000	:	124,000	:
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20	:	Tay Ninh	:	300	:	11,400	:	11,700	:
21	:	Hau Nghia	:	3,600	:	15,100	:	18,700	:
22	:	Long An	:	600	:	600	:	1,200	:
23	:	Phuoc Long	:	100	:	600	:	700	:
24	:	Binh Long	:	0	:	0	:	0	:
25	:	Binh Duong	:	200	:	0	:	200	:
26	:	Bien Hoa	:	0	:	0	:	0	:
27	:	Long Khanh	:	0	:	0	:	0	:
28	:	Phuoc Tuy	:	0	:	300	:	300	:
29	:	Thi Xa Vung Tau	:	0	:	0	:	0	:
30	:	Binh Tuy	:	200	:	0	:	200	:
31	:	Gia Dinh	:	0	:	0	:	0	:

TOTAL	:	MR 3	:	5,000	:	28,000	:	33,000	:
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32	:	Dinh Tuong	:	0	:	7,210	:	7,210	:
33	:	Go Cong	:	1,000	:	6,710	:	7,710	:
34	:	Kien Hoa	:	3,300	:	7,310	:	10,610	:
35	:	Kien Tuong	:	300	:	1,440	:	1,740	:
36	:	An Giang	:	0	:	0	:	0	:
37	:	Chau Doc	:	6,400	:	670	:	7,070	:
38	:	Kien Giang	:	4,200	:	7,990	:	12,190	:
39	:	Kien Phong	:	0	:	12,620	:	12,620	:
40	:	Vinh Long	:	0	:	7,630	:	7,630	:
41	:	Vinh Binh	:	3,200	:	2,220	:	5,420	:
42	:	Sa Dec	:	0	:	6,840	:	6,840	:
43	:	An Xuyen	:	5,700	:	3,230	:	8,930	:
44	:	Ba Xuyen	:	0	:	2,940	:	2,940	:
45	:	Bac Lieu	:	200	:	3,840	:	4,040	:
46	:	Chuong Thien	:	10,700	:	6,260	:	16,960	:

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47 : Phong Dinh : 0 : 12,090 : 12,090 :

TOTAL : MR 4 : 35,000 : 89,000 : 124,000 :

GRAND TOTAL : 80,000 : 350,000 : 430,000 :

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix F: Public Health

I. GENERAL:

Given the results achieved in 1970, the Ministry of Public Health will carry out activities to consolidate these achievements in 1971 and will develop operations for the protection of people's health in rural as well as urban areas.

The Ministry of Public Health will apply the principle of "Community Cooperation" as a guideline for the implementation of Public Health projects in order to contribute to the achievement of the objective of "Local Self Development" within the "1971 Community Defense and Local Development Plan."

II. CONCEPT:

In 1971 the Ministry of Public Health has a number of projects to attain the following objectives:

- A. Initiate a Public Health movement aimed at improving community living conditions through a "Sanitary Hamlet" Campaign implemented throughout the country.
- B. Coordinate with local governments and people for the improvement of sanitary operations to include garbage removal and cleaning of sewers in phuongs and khoms in Saigon and other cities.
- C. Increase pure and potable water sources such as sanitary wells and water filters in the rural areas.
- D. Accelerate the inoculation campaigns to eliminate contagious diseases such as plague, cholera, small-pox, poliomyelitis, etc.
- E. Increase the operational efficiency of local Public Health activities by strengthening the organization and emphasizing management control.
- F. Improve the quality of Public Health personnel at all echelons through the standardization of training principles and regulations as well as retraining in technical fields.
- G. Initiate a system with fee collection for treatment to permit the Public Health Program to become more self-supporting.
- H. Accelerate the program of cooperation between Civilian and Military Health Agencies in order to have more health personnel to serve the local population in provinces, districts and villages. Army Medical Officers and other Medical Corpsmen should be employed in such a way that they may participate in Public Health Programs.
- I. Study and prepare a program for the prevention of air pollution and vector control.

III-F-1

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III. EXECUTION:

A. Basic Standards.

In order to achieve the above objectives the Ministry of Public Health will do as follows:

1. Step up Public Health activities.
2. Improve medical treatment facilities and services.
3. Emphasize the implementation of a program of cooperation between Civilian and Military Health Agencies and personnel.
4. Improve and increase technical health training for medical specialists of various branches.
5. Implement a logical program in a manner that gradually leads to self-sufficiency.
6. Develop the activities of the Pharmacy, Dentistry and Nursing branches.
7. Increase management control
8. Increase the coordination among friendly agencies.

B. Tasking and Phasing.

1. Public Health.

a. Step up Public Health activities.

(1) Preventive medicine.

Inoculation: Replenish the personnel strength of mobile inoculation groups at central and local levels. Prevent epidemic and contagious diseases, to include plague, cholera and smallpox. Inoculate children against poliomyelitis, diphtheria, tetanus and whooping cough.

Epidemiology: Conduct epidemiological surveys in areas where the presence of epidemic diseases is suspected, and make a summary of epidemiological reports for distribution to all localities.

(2) Environmental Sanitation.

Continue the program of well construction in rural areas and check the the quality of drinking water.

Continue to emphasize activities to kill pests (Anti-Plague Program).

Support all areas in carrying out a training program for storing and transporting foodstuffs.

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(3) Public Health Education.

Encourage all citizens to cooperate with the Government in the application of preventive medicine and so maintain a way of life that will preserve their own health and that of their family.

Increase public health education activities in order to make the people aware of health and sanitation.

(4) Mother and Child Protection.

Consolidate those provincial installations for mother-child care which have been organized or reorganized.

Continue to develop mother-child care activities in all districts.

Endeavor to implement the mother-child protection program in villages and hamlets.

Increase the inspection of mother-child protection activities throughout the country.

Train mother-child protection personnel.

Develop a program for study of family planning; establish additional family planning pilot centers in provinces.

(5) Malaria Eradication.

(a) Objectives.

Prevent malaria epidemics from jeopardizing the Public Health.

Prevent malaria from spreading in population groupings such as temporary settlements, resettlement centers and training centers.

(b) Plan.

Spray DDT 75% twice in A and B areas (highlands) and once in C areas (coastal areas), especially in resettlement centers.

Conduct hematological surveys in areas where an outbreak of malaria is suspected and in resettlement centers.

Conduct indirect hematological surveys with blood samples of malaria patients coming for examination to provincial hospitals, district maternity dispensaries, and health stations.

Conduct entomological surveys in areas where there is a malaria outbreak.

Provide in-service training to all Malaria Eradication personnel.

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(6) Anti-Venereal Diseases Program.

Further develop the Anti-Venereal-Diseases National Center in Saigon and extend activities of consulting rooms in two Provinces of MRs 3 and 4 (Vung Tau and Can Tho).

Detect syphilis symptoms in pregnant women through R. P. R. tests at Province and District Maternities.

Detect gonorrhea symptoms in women who are not prostitutes at locations where there are pilot centers for family planning.

Detect Trichomonas Vaginalis symptoms for patients at the Anti-Venereal Diseases Center in Saigon.

(7) Anti-Tuberculosis Program.

Continue operations to detect and treat tuberculosis.

Accelerate Program of BCG Vaccination.

Organize technical training for Health Personnel.

(8) Anti-Leprosy Program.

Develop Program for treatment of leprosy at home.

Look for new leprosy patients.

Examine those who live with the families of leprosy patients and distribute preventive medicines to them.

Rehabilitate disabled patients.

b. Development and activities of Rural Health installations.

The Ministry of Health plans to establish and develop a number of Village and District Health installations, to recruit a number of personnel of all categories, and provide transportation facilities for Rural Health installations.

20 District Maternity Dispensaries and 50 Village Maternity Dispensaries will be constructed, 10 District Maternity Dispensaries will be expanded and 10 Village Maternity Dispensaries will be repaired.

1,120 new personnel will be recruited. Among this number, there will be 100 Public Health Assistants, 200 Assistant Midwives, 120 District Health Cadre, 200 health laborers, and 500 Hamlet and Village Health Cadre.

In-service training will be conducted for 90 districts health chiefs and 40 entomological controllers.

Equipment to be furnished includes 20 sets of wooden furniture for 20 District Maternity Dispensaries, 50 sets for 50 Village Maternity Dispensaries, and 20 Trilambrettas for 20 new District Maternity Dispensaries.

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c. Establish Sanitary Hamlets.

Within the pacification and development program, the Ministry has planned to establish 150 sanitary Hamlets (conceived as a community health hamlet) with a cost of VN\$ 100,000 for each Hamlet. Each Province will establish three Sanitary Hamlets.

2. Therapeutic Medicine.

a. Objectives:

- (1) Increase the amount of beds from 18,000 to 21,000 throughout the country.
- (2) Improve health facilities.
- (3) Improve medical services to promote the quality of therapeutic treatment.

b. Program.

(1) Construction of new hospitals.

A 200-bed hospital at Danang supported by the Government of the Republic of West Germany.

A 250-bed hospital supported by the Government of the Republic of Korea.

(2) Coordinated program between Civilian and Military Health Agencies.

The Ministry of Defense will provide 650 beds.

The Ministry of Public Health will provide 440 beds.

(3) Improvement of Health Installations.

Modernize Cho Ray Hospital: Three/fourths of the cost will be financed by the Government of Japan and the remaining part by the Government of the Republic of Vietnam.

Continue the modernization of Hue Hospital which was started in 1970.

Repair all Hospitals throughout the country. Funded by the 1971 National Budget.

(4) Improvement of Health services in Hospitals.

Improve laboratory services, pharmaceutical preparation, and nursing services in Hospitals.

Improve laboratories in the following seven Hospitals: Cho Quan, Hue, Danang, Qui Nhon, Nha Trang, Long Xuyen, Phong Dinh.

Establish a Blood Bank in each Hospital.

Establish technical wards and rooms in Hospitals.

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Continue operations in autonomous pilot centers in Hung Vuong Maternity Hospital and Gia Dinh Medical Practice Center in order to progress toward the establishment of autonomous Hospitals.

Organize Seminars on treatment techniques.

Plan to construct a 200-bed hospital in Danang with the support of the Government of West Germany and a 250-bed hospital with the support of Korea; extensively improve Cho Ray Hospital with the assistance of the Japanese Government; improve Hue Central Hospital; and carry out major repair of 51 hospitals throughout the country.

Establish Blood Banks in 33 Hospitals, establish technical wards and rooms, etc.

3. Step up the implementation of the program of cooperation between the Civilian and Military Health Agencies in order to increase the personnel serving local people in provinces, districts, and villages.

In 1971, achievements obtained last year through the program of cooperation between the Civilian and Military Health Agencies will be consolidated with the development, re-training, and advanced training of military nurses in order to be able to use both civilian and military personnel in the Public Health services.

4. Improve and Develop the training of Health Specialists of various branches.
 - a. Continue the training and organize additional training courses for Health specialists.
 - b. In-service training will be conducted for the following:
 - (1) Instructors of Health Technicians and Health Assistants.
 - (2) Chief nurses.
 - (3) Chiefs of patients wards.
 - c. Seminars will be organized for the following:
 - (1) Health Technician Section.
 - (2) Health Assistant Section.
 - (3) General Seminar of Technical Schools.
5. Implementation of a Supply Program based on a policy leading gradually to Self-Sufficiency.
 - a. Public Health Logistical Support: Strengthen logistical support for all Public Health installations throughout the country.
 - b. Build 9 medical logistical warehouses for 9 provincial Public Health Services.
 - c. Establish a Data Processing System for the Logistics Directorate and MR medical warehouses.

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- d. Improve the system of medicine production of the National Pharmaceutical Laboratory.
- e. Provide training in the maintenance of medical equipment for all health installations throughout the country.
- f. Establish a project for the control and maintenance of vehicles consisting of the following:

Control.

Repair and maintenance.

Replacement.

Establish a list of vehicle authorizations for the various agencies.

6. Operational Development of all branches.

a. Nursing.

(1) Improve capabilities of personnel in charge of nursing services at Hospitals.

(2) Improve Nurse Training Facilities.

(3) Organize nursing seminars at Central and MR level

(4) Publications:

Translate a text book on Nursing.

Print a nursing magazine.

(5) Recommend the award of scholarships to study nursing abroad.

b. Dentistry.

(1) Construct a Dentistry Training Center (including a boarding house).

(2) Print Dentistry documents.

(3) Inspect and adjust all Dentistry organizations throughout the country.

c. Pharmacy.

For 1971 Pharmacy Directorate has planned to carry out the following objectives:

(1) Pharmacy rules and regulations. Strengthen existing Pharmacy rules and regulations.

(2) Control of drugs. Improve existing facilities with the purpose of promoting the quality of domestically produced pharmaceutical products.

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(3) Study on Nutrition:

- (a) Organize in-service training courses on nutrition.
- (b) Disseminate nutrition documents.
- (c) Study and establish a daily ration for children and needy persons.

7. Increase operational efficiency of local health services through the consolidation of medical organizations and emphasis on management.

In 1971, in order to increase the operational efficiency of health services, the Ministry of Health will review the organization of local health institutions, the problem of assignment of duties and responsibilities to the personnel to attain a more rational distribution of work (TO&E), and the problem of achieving an accurate and effective medical supply system. Health agencies must also make clear plans for management, control, and evaluation.

Control must be extended down at least two echelons through the use of regular and unannounced visits.

8. Coordination with local government and people to improve sanitary works to include waste disposal and the sewerage system at phuongs and khoms in Saigon and other cities.

The principle of community cooperation is absolutely essential in the execution of health tasks in the Prefecture, Provinces, and cities. This principle will be employed in three ways: Cooperation among the people themselves, cooperation between the people and the Government, and cooperation among Government agencies.

C. Coordination with other Ministries and Agencies.

In order to carry out the 1971 Health Program, particularly the program of establishment of Sanitary Hamlets, the Ministry of Public Health will coordinate with other Ministries and Government Agencies to include the Central Pacification and Development Council Coordination Center, Ministry of Interior (within the People's Organization Plan), Ministry of Rural Development, Ministry of Social Welfare, Ministry of Information, local administrative agencies, and public and private associations.

D. Plans and Report.

In order to implement the 1971 Health Plan effectively and in accordance with the local situation, the Ministry of Public Health has instructed the Province Health Services throughout the country to forward to the Ministry a detailed plan on the future operations of each Service for 1971, based on the general plan of the Ministry of Public Health. In addition, every month, each Province Health Service should forward a report on the results as well as difficulties encountered in the implementation of this plan.

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IV. GOALS:

A. Public Health Activities planned to be implemented throughout the country in 1971.

1. Inoculate against:

Plague 8,000,000 persons.

Cholera 10,000,000 persons,

Smallpox 10,000,000 persons.

(DTC) Diphtheria, tetanus and whooping cough: 600,000 persons.

2. Public sanitation:

Issue 200 water pumps and 120 sets of chlorinators.

3. Public Health Education:

Carry out 52 TV and Radio Broadcasts.

Issue 12 editions of "Suc Khoe" (Health) Magazines.

Issue 250,000 posters.

Issue 1,000,000 leaflets.

Organize 15 exhibitions.

Produce eight motion pictures.

Organize a musical including recitation of poems relating to the Public Health Education.

4. Malaria Eradication:

Spray DDT for 530,868 houses.

Conduct hematological surveys with 400,000 blood samples.

5. Anti-Venereal Diseases:

Examine 200,000 pregnant women for syphilis.

Examine 200 non-prostitutes for gonorrhea.

Examine 100 women for Trichomonas Vaginalis symptoms.

6. Anti-Tuberculosis Program:

Treat tuberculosis at home for 20,000 patients.

Provide BCG Vaccination for 400,000 newly born infants.

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7. Construction of Rural Health Installations:

Build 20 District Maternity/Dispensaries.

Build 50 Village Maternity/Dispensaries.

Expand 10 District Maternity/Dispensaries.

Repair 10 Village Maternity/Dispensaries.

8. Establishment of Sanitary Hamlets.

Establish 150 Sanitary Hamlets throughout the country (three Sanitary Hamlets in each Province).

B. Therapeutic Medicine.

Increase the number of beds from 18,000 to 21,000.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix G: Education

I. GENERAL:

A. General Situation.

1. The Ministry of Education implemented the 1970 Pacification and Development Plan in the education field, with financial assistance from the Central Pacification and Development Council (CPDC) and the support from the local population. Projects were satisfactorily complemented, i.e., the implementation of compulsory education at the primary level and an increase to 50% of the percentage of students admitted to the 6th grade.
2. Moreover, in order to develop practical mass education, this Ministry has also carried out the following projects:
 - a. Established a twelve-grade educational system.
 - b. Turned all public primary schools in the country into community schools.
 - c. Updated the secondary education program.
 - d. Opened 19 additional teachers classes in provinces having no schools of this kind in order to admit 1,440 more student teachers.
3. In order to prepare the 1971 program of action, the Government has initiated a Community Defense and Local Development Plan to permit our people to achieve self-defense, self-government and self-development in order that the world may soon see we have matured and are self-sufficient.

B. Mission. In order to raise our nation's community development spirit, the 1971 Education Development Program includes the following objectives:

1. Improve technical and vocational guidance programs quantitatively and qualitatively so as to raise the productive capacity of the whole nation. Veterans and refugees in temporary areas are granted priority in this program so that they may normalize their living conditions and take part actively in the community development effort.
2. Improve agriculture and animal husbandry training centers reserved for ethnic minorities to permit these latter to contribute effectively to the common prosperity of the nation.
3. Complete the compilation of text books destined for the twelve most populous ethnic minorities as an indication of the Government's interest in and equal treatment toward all citizens.

III-G-1

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4. Train a sufficient number of secondary school teachers and build enough schools to accept 62.5% of the total of applicants for admission to the 6th grade of public secondary schools. The Government needs to raise the intellectual standard of the young generation so they may effectively serve this country and contribute to its growth.
5. Establish Educational Sectors and local Education Coordination and Development Councils to permit decentralization of authority in the management of education and give the local districts a share of the government's burden in educational development.

III. IMPLEMENTATION.

With these principles, the Ministry of Education has devised a plan for the organization and activities as follows:

A. Organization.

1. Improve technical and vocational guidance programs in number and in quality especially those intended for veterans and refugees in temporary camps.
 - a. Schools. In 1971 the Ministry of Education will complete construction of technical schools in An Giang, Phuoc Tuy and Bien Hoa Provinces, construct two new schools in Vinh Long and Can Tho, and begin construction of the Nguyen Truong To Education Center in Thu Duc.
 - b. Number of students: Increase the number of students admitted to both public and private technical schools by 20% .
 - (1) From 10,000 to 12,000 students for public technical schools.
 - (2) From 42,000 to 50,000 students for private technical schools.
 - c. Teaching staff: Increase this staff by 10%; this means at the rate of 100 per year to provide enough teachers for technical schools.
 - d. The Vocational Training Program: This program includes:
 - (1) Vocational training classes for adults.
 - (2) Vocational training classes for temporarily resettled people.
 - (3) Vocational training for ethnic Vietnamese returning from Cambodia.
 - (4) Vocational training classes for veterans to include the disabled.

All the above-mentioned classes will be financed by the Ministry of Social Welfare.
 - e. In-service training: Hold summer in-service training courses for two hundred technical teachers of various branches.
2. Improve Agricultural and Animal Husbandry Training Centers for ethnic minorities. Since 1956, twelve Agricultural and Animal Husbandry Training

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Centers for ethnic minorities have been set up to train members of ethnic minorities in Quang Tri, Quang Ngai, Kontum, Pleiku, Phu Bon, Darlac, Quang Duc, Lam Dong, Tuyen Duc, Ninh Thuan, Binh Thuan and Phuoc Long provinces.

In early 1969, the Directorates of Agriculture, Forestry and Animal Husbandry Studies officially took over the direction of these Centers. Due to a lot of initial difficulties in management of these centers as well as the complex and delicate problem of handling personnel and selecting students, there is an urgent need for improvement of these Training Centers through the following measures:

- a. New construction and major repairs where necessary.
- b. Provide boarding-houses, classrooms, kitchens, means of transportation, office stationery and agricultural equipment.
- c. Supply an additional quantity of sprayers, handicraft tools, fertilizer, feed, seeds and livestock.
- d. Reorganize the various training courses: this includes courses in the Center as well as mobile ones where teachers go to the hamlets.
- e. Select and provide students: Based on recommendations from the Center Manager, provincial ethnic minority services will select students who meet the prerequisites.
- f. Training: This includes supplementary training of teachers and organization of technical courses which are simple, practical, and within the trainees' understanding.

The program for improvement of all Ethnic Minorities' Agricultural and Animal Husbandry Training Centers can be successfully implemented only when the three following conditions are present: Security, special financial support, and close coordination of all provincial ethnic minority services.

3. Complete the compilation of textbooks intended for the twelve most populous ethnic minorities. So far, the Educational Documentation Center of the Ministry of Education has undertaken the printing and publication of maps, copy books, and Vietnamese spelling books for Highlanders, as well as guidebooks for teachers of Highlanders for Bahnar, Bru, Jarai, Koho, and Rade ethnic minorities. Some other books on science, hygiene and arithmetic are being printed and will be published soon. With an appropriation of VN\$5,000,000 for 1971, the Educational Documentation Center will publish these texts, including reading books and books on ethics, folk songs and culture for the Bahnar, Cham, Hre, Jarai, Koho, Rade, Muong, Bru and White Thai ethnic minorities. In particular, there are dictionaries for White Thais. This will enable the Ministry of Education to solve part of the problem of printing textbooks for the twelve most populous ethnic minorities.

In addition, the publication of the Montagnard language textbooks also requires special support from the Special Institute of Languages (SIL).

4. Increase the number of secondary school teachers from 16,270 to 19,300 by the end of 1971.

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Presently there are 16,270 secondary school teachers in the country; 7,970 in the public schools and 8,300 in both private and semi-public schools. In 1971, the Ministry of Education will recruit 2,420 new teachers of various categories for the public secondary schools as follows:

- a. 200 senior high school teachers (graduated from the Faculty of Pedagogy in 1971).
- b. 50 senior high school teachers (hourly-paid private teachers having a Bachelor degree).
- c. 600 junior high school teachers (graduated from the Faculty of Pedagogy in 1971).
- d. 300 junior high school teachers (hourly-paid private teachers having a secondary teaching proficiency certificate or two University degrees).
- e. 100 junior high school teachers (reassigned primary school teachers).
- f. 100 contractual senior high school teachers (hourly-paid private teachers having a Bachelor degree).
- g. 100 contractual junior high school teachers (hourly-paid private teachers having 4 years of seniority).
- h. 100 direct-hire teachers (hourly-paid private teachers having two years of seniority).
- i. 670 direct hire teachers (students of junior High School Teachers Intensive Training Program).
- j. 200 newly-recruited hourly-paid teachers and a number of teachers recruited as substitutes for hourly-paid private teachers upon their reassignment. At the same time, private schools must recruit 610 teachers from among the graduates of private Faculties of Pedagogy or from candidates who meet the prerequisites for private school teachers. Thus, the total of teachers will increase up to 19,300 as expected.

The Ministry of Education will accomplish the recruitment of 2,420 teachers for public Secondary Schools, but the increase of 610 teachers for private Secondary Schools cannot be assured.

As for the recruitment of hourly-paid private teachers, MOE has encountered many difficulties because all male applicants are subject to the General Mobilization Law. Only if the Prime Minister's Office intervenes with MOD to authorize MOE to recruit male teachers based on the procedures for the recruitment of Technical Cadres will MOE achieve the objectives and solve the lack of teachers.

5. Admit 62.5% of the total of students who are examined to the 6th grade of public secondary schools in school year 1971-1972.

During school year 1970-1971 a total of 1,392 6th grade classes exist or will be constructed in the public secondary schools in Saigon and all cities and provinces. Based on the total of students of the 4th grade of all public and private schools

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throughout the country in school year 1969-1970, the total of students of the 5th grade who are candidates of the examination for admission to the 6th grade is estimated at 222,332 for school year 1971-1972. To be able to admit 62.5% of this number, that is $\frac{222,332 \times 62.5}{100} = 138,957$ students, a total of: $\frac{138,957}{55} = 2,526$

classrooms are required. Consequently the total of new classrooms to be set up for the 6th grade in school year 1971-1972 is $2,526 - 1,392 = 1,134$ classrooms.

Accordingly, 600 additional classrooms are required for the number of students indicated in the set forth objective. As for the examination to admit students to the 6th grade, many difficulties have been encountered in the organization of this examination at the central level in recent years. Therefore, in 1971 MOE will entrust local authorities with responsibility to administer this examination.

6. Complete the construction of 600 secondary school classrooms in 1971.

During 1970, in addition to the 200 secondary schoolrooms supported by the National Budget, the CPDC will support funds for the construction of an additional 254 rooms.

During 1971 the National Budget will support 120 rooms and the CPDC Budget will support 185 rooms for a total of 305 rooms.

Therefore, subtracting the 150 rooms completed in 1970, the total number of secondary schoolrooms that must be completed during 1971 is 600 rooms.

7. Separation of powers and tasking in the management of education.

- a. Establish 14 Educational Sectors. Decree 012-SL/GD, 26 January 1970 of the Prime Minister has prescribed the creation of Educational Sectors. Based on geographic conditions, communications and various ethnic groupings, the Ministry of Education plans to divide the provinces and cities into 14 Educational Sectors as follows:

<u>Educational Sector</u>	<u>Provinces/Cities</u>	<u>Population</u>
Sector I	Quang Tri	301,959
	Thua Thien	452,920
	Hue	156,449
Sector II	Quang Nam	637,350
	Da Nang	313,881
	Quang Tin	390,346
	Quang Ngai	687,763
Sector III	Binh Dinh	862,936
	Phu Yen	330,706
Sector IV	Khanh Hoa	367,523
	Cam Ranh	66,011
	Ninh Thuan	79,357
	Binh Thuan	267,268

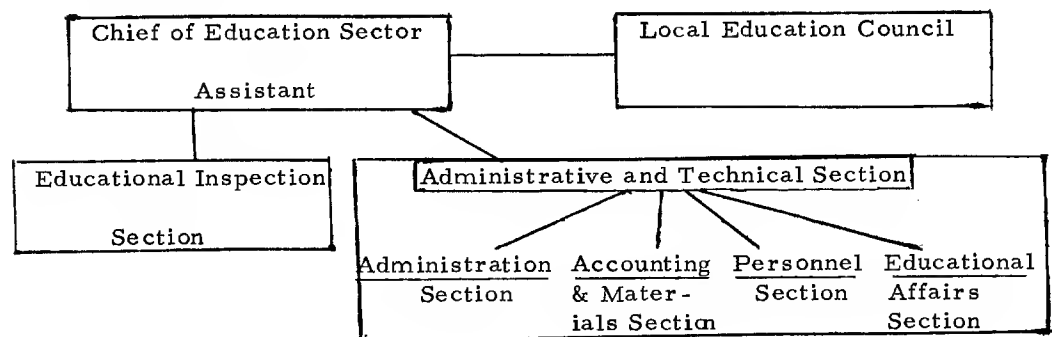
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<u>Educational Sector (con.)</u>	<u>Provinces/Cities</u>	<u>Population</u>
Sector V	Kontum	104,235
	Pleiku	194,239
	Phu Bon	53,794
	Darlac	213,523
Sector VI	Quang Duc	28,644
	Tuyen Duc	102,940
	Dalat	83,651
	Lam Dong	66,724
Sector VII	Binh Tuy	59,122
	Long Khanh	147,159
	Phuoc Tuy	103,583
	Vung Tau	69,034
	Con Son	2,508
Sector VIII	Phuoc Long	50,028
	Binh Long	72,917
	Binh Duong	238,302
Sector IX	Tay Ninh	319,576
	Hau Nghia	212,873
	Long An	331,865
Sector X	Dinh Tuong	582,405
	Go Cong	173,748
	Kien Hoa	574,748
	Kien Tuong	39,852
Sector XI	Kien Phong	334,097
	Sadec	265,495
	Vinh Binh	383,899
	Vinh Long	488,047
Sector XII	Phong Dinh	430,426
	Chuong Thien	248,729
	Ba Xuyen	352,781
	Bac Lieu	260,431
	An Xuyen	233,105
Sector XIII	An Giang	496,564
	Chau Doc	454,777
	Kien Giang	393,049
Special Sector	Saigon	1,670,524
	Gia Dinh	1,088,986
	Bien Hoa	421,197

In 1971 MOE will give priority to the establishment of the following Educational Sectors: I, II, IV, V, VIII, XII, XIII Sectors and the Special Sector.

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- (1) With regard to organizational structure, each Educational Sector is under a Chief of Sector selected from among well experienced and qualified teachers. Under his direction, an assistant is in charge of the technical sections such as Administration, Accounting and Materials, Personnel, Educational Affairs, etc. Moreover, the Chief of Sector and his Assistant also must manage an Educational Inspection Team which is responsible for the inspection of all general, technical and vocational schools at secondary as well as primary levels. Within its powers and responsibilities, the Educational Sector will perform the following:
 - (a) Devise plans for the development of schools in accordance with the Ministry of Education policies and guidelines.
 - (b) Assign and arrange personnel within the Educational Sector.
 - (c) Handle administration of personnel in regard to recruitment, discipline, promotion and finance.
 - (d) Manage all subordinate educational facilities.
 - (e) Inspect and control all public and private schools in the sector.
 - (f) Establish and recommend study programs compatible with local needs.
- (2) In general, the organization of Educational Sectors may be based on the following:



According to this chart, the Chief of an Educational Sector is entitled to local Education Council support. This council is elected as follows:

- (a) All Parents and Teachers Associations in the Province will meet to elect their Provincial Association.
- (b) All Provincial Parent and Teachers Associations in the Educational Sector will meet to elect an Education Council for the sector.

The Ministry of Education and the authorities of the Prefecture, Provinces, and cities will invite local dignitaries and notables devoted to education to join these Councils.

III-G-7

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b. Local Education Coordination and Development Council.

- (1) In each Province, autonomous city and Prefecture, a Local Education Coordination and Development Council will be established with the following missions:
 - (a) Guide, supervise and control the administration of all primary and secondary schools;
 - (b) Study, coordinate and regulate the development of educational establishments and facilities;
 - (c) Motivate people to participate in the development of these establishments and facilities.
- (2) The composition of this Council will be determined by an arrete of the Minister of Education based on the recommendations of Prefectural City Mayors or Province Chiefs. The council consists of:
 - (a) Prefectural Mayor, City Mayor, Province Chief or their competent representative as Chairman.
 - (b) Three representatives of the Ministry of Education with one of them acting as Vice Chairman.
 - (c) Three representatives of the local inhabitants and students' parents with one of them acting as Vice Chairman.
 - (d) One representative from each local school in the Prefecture, autonomous city, or province.
 - (e) One representative from the province Health Service, province Public Works Service, and province Construction Service.
 - (f) One Treasurer.
 - (g) One Secretary.

B. Tasking.

The Ministry of Education will require the support of other ministries to achieve the above. All of the agencies of the MOE at the central level will make detailed plans for 1971 and distribute them to the field for execution. The MOE Educational Development Committee, will monitor, supervise and control this program and take adequate measures to overcome difficulties encountered in project implementation.

IV. PLANNING:

Based on their assigned tasks, all agencies from central down to local level will prepare a detailed and positive activity program to be submitted to the Ministry of Education for approval prior to 1 February 1971. This program must clearly state the different phases of implementation so that these phases meet local capabilities and development needs. The basic principle of planning requires the following phases:

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- A. Survey of local requirements and local development situation. This may be done through an inventory of all available resources.
- B. Estimation of all available and possible resources for the forthcoming development effort.
- C. Assignment of priorities and preparation of the program.

V. COORDINATION:

For efficient implementation of the 1971 Education Development Program and to achieve all the above mentioned objectives, this Program will be carried out in close cooperation with other agencies. Based on the above goals, coordination is needed among agencies as follows:

- A. Improve all technical and vocational guidance programs quantitatively and qualitatively, especially those intended for Veterans and refugees in temporary areas. This calls for the cooperation of the Ministry of Social Welfare, the Ministry of Labor and the Ministry of Veterans Affairs.
- B. Improve Agricultural and Animal Husbandry Training Centers for ethnic minorities. This needs the cooperation of the Ministry of Land Reform and Agriculture and Fishery Development, and the Ministry for Development of Ethnic Minorities.
- C. Complete the compilation of textbooks for the twelve most populous ethnic minorities. This requires the cooperation of the Ministry for Development of Ethnic Minorities and the office of the Minister of State responsible for Culture and the Special Institute of Languages.
- D. Admit 62.5% of the total of candidates examined for admission to the 6th grade of public secondary school for school year 1971 - 1972. This requires the cooperation of local authorities, students' parents and Prefectural, Autonomous City, and Province Councils.
- E. Establish Educational Sectors and Local Education Development and Coordination Councils. This requires the cooperation of the Ministry of Interior and local elected Councils.
- F. The construction of classrooms requires the coordination of the Director General of Construction.

VI. REPORTS:

Monthly reports will continue to be made as before. The implementation of the Plan aiming to achieve the above-mentioned goals must be a recurring item in this report.

This report must be made in several copies: One copy will be forwarded to the Central Pacification and Development Council, one copy to the Educational Development Committee (Ministry of Education, 70, Le Thanh Ton, Saigon) and one copy to the Province Pacification and Development Council concerned. These reports must be made on the 25th of each month.

Agencies are informed that reporting must be regarded as a most important task so that the central government can monitor programs and solve problems on a timely basis.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix H: Manpower Development

I. CONCEPT:

The fact that a nation fails to use manpower resources efficiently and fully may be the source of serious problems such as poverty and especially social injustice.

This problem is even more complex in Vietnam at the present time. The current problem of employment must be solved while making effective plans for the future. The main characteristics of labor force in Vietnam are the low proportion of technicians and skilled workers and the high proportion of unskilled workers.

In a nation like Vietnam which is poor in capital but rich in manpower, the manpower plan must cover two main aspects indispensable for the abolition of poverty and acceleration of development. The first aspect relative to the demand is the employment of surplus labor in useful undertakings and the creation of an adequate number of remunerative jobs for workers to save them from unemployment or under-employment. The second aspect relative to the supply is the training of skilled workers and the creation of the possibilities of transfer for workers depending on their occupations and geographic conditions in order to meet the changing requirements of various occupations, industries, firms and job locations, in order that the labor supply will not exceed the demand and in order to avoid a loss of balance and an underemployment of technical skills.

Generally speaking, the problems of labor and employment are related to socio-economic policies and constitute one of the essential tasks of the Ministry of Labor as well as the other Ministries with related activities.

In order to develop a plan for this task, which provides for a separation of functions along with joint control, and which can save public funds while achieving better results, close coordination and cooperation between the ministries involved is a primary factor to be considered. For these reasons, the Ministry of Labor has recommended and the Prime Minister has approved the formation of an Interministerial Manpower Coordinating Committee composed of representatives from the ministries concerned with manpower problems as well as those of employee and employer organizations (Arrete 321-ND/LD, 19 March 1969).

Moreover, the purpose of the GVN labor policy is to promote good relations between employers and employees. Sincere cooperation and reciprocal respect for human dignity are advantageous for both parties in order to bring about industrial tranquility and to provide support for the economic development effort while also promoting social progress and justice. To achieve this, the Ministry of Labor has held many training courses for worker's representatives and labor union officers. This training was designed to give these representatives a general knowledge of labor law to help them understand thoroughly their duties and rights, and familiarize them with the Vietnamese government labor policy and its democratic regime. Thus, workers who received training in basic labor laws also improved their political awareness, as these courses included topics of People's Information. They are now ideologically equipped for effective political struggle against the communists in the near future.

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II. MISSION.

The Ministry of Labor is concerned with 905,443 male and female workers working in 86,625 large and small enterprises scattered throughout the country. (1,000 of these enterprises employ 20 workers or more; and 304 enterprises employ 50 workers or more). The percentage of female workers is worthy of note, 32% of the total of workers. Within the total of 905,443 workers, the percentage of technical and professional workers is very low, 3.6%. The percentage of skilled workers is 32.7% and that of unskilled workers, 29.4%. The tasks of the Ministry of Labor in regard to these workers are divided into the following categories:

- A. Employment. (Task to be shared with other ministries concerned.) Keep abreast of the employment situation in the country, plan and conduct surveys and investigations on employment, regulate the labor market, analyze and classify different occupations in order to advance toward the preparation and publications of a National Classification of Occupations.
- B. Labor Relations. Improve labor relations, promote understanding and sincere cooperation between employers and workers to create industrial tranquility, reduce the disputes between labor and management in order to contribute to economic stability and national development.
- C. Vocational training. Develop vocational training program for workers in both public and private sectors; create additional employment agencies in the provinces; improve methods of rapid placement of workers through the use of such media as press, radio and television; form mobile teams to regularly contact large companies; seek position employment for workers; monitor the working of the apprenticeship system in all companies; coordinate with the ministries concerned in order to standardize all vocational training programs and instructional methods; and, standardize the values of diplomas or graduation certificates issued to skilled workers.

III. PLANNING AND IMPLEMENTATION.

Work description	: Accomplishment : Remark
	: period :
Item I. Labor - Employment	:
A. Collect, analyze, and summarize data on the procurement of employment in public and private sectors in 1970 and 1971 (estimate of labor requirements) under the national employment program.	: From 1 January : : 1971 through 31 : : December 1971 :
B. Exploit the results of the 1969 survey of professional, technical and scientific workers employed by commercial and industrial establishments of the private sector in Saigon (in order to obtain data on the categories and characteristics of these specialist groups).	: From 1 January : : 1971 through 31 : : December 1971 :

III-H-2

UNCLASSIFIED

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- C. Summarize and exploit information on the requirements for civil service workers for 1970 and 1971. (To be furnished by the ministries).
- From 1 January :
1971 through 31 :
December 1971 :
- D. Prepare a National Classification of Occupations in order to provide information on the numbers of technicians and of skilled workers of various categories. To be used as a basis for training and effective use of human resources under the general development plan. (Classification of Occupations means the listing of different vocations in the country, definition of each vocation, naming of all the vocations, and classification of the vocations into categories and groups according to their relationship). The preparation of this document must be based on the standards of the International Classification of Occupations compiled by the World Labor Organization in Geneva. This document has 1,506 vocations classified into 204 groups, 83 categories and 8 main titles, defined in detail and arranged according to their codes.
- Following are the plans adopted for the compilation of the "National Classification of Occupation".
1. Adapt the International Standard Classification of Occupations for our use.
 2. Select necessary occupations based on these criteria: occupations indispensable for national defense, and for programs of investment, construction, economy, etc., in order to define, identify, and classify these occupations.
 3. Add occupations peculiar to Vietnam and delete those which are not found.
 4. Update the National Classification periodically according to the annual rate of economic development. These operations will be carried out in five phases.
- The Interministerial Manpower Coordination Committee (IMMCC) will play an advisory and control role. The task of making this dictionary is assigned to the Employment Sub-Committee of the IMMCC. The implementation of the project depends on budgetary capabilities. The minimum number of specialists at the secondary level is 25. Their recruitment depends on the size of the Ministry of Labor budget.
- Phase 1. Train specialists in analysis and classification of occupations, hold training courses at primary and secondary levels, teach trainees on the methods of plant survey occupational analysis, definition, identification and classification of occupations (At :
From 1 January :
1971 through 31 :
December 1971 :
In phase 2, the Ministry of Labor needs the close and full-time cooperation of seven officers who have completed the

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the secondary level, the training program : : secondary training course
 emphasizes observation and practical work : : on analysis and classifi-
 in large business in Saigon and Gia Dinh). : : cation of occupations.

Phase 2. Coordinate with the Ministry of : From 1 July :
 Defense (Automatic Data Processing Center): :
 to complete the definition of occupations up : 1971 through 31 :
 to three digits (in the list of civilian occupa- :
 tions in the military sector, the Ministry of : December 1971 :
 Defense has simply listed these occupations :
 without defining them). :
 : :
 : :

Phase 3. List of the occupations currently : From 1 January :
 found in foreign firms and Allied forces, : 1972 through :
 especially American firms. : 30 June 1972 :
 : :
 : :

Phase 4. Compute the list of occupations : From 1 July :
 currently found in Vietnamese establish- : through 31 :
 ments. : December 1971 :
 : :
 : :

Phase 5. Complete the compilation, revision : :
 arrangement, and printing for distribution. : :
 : :
 : :

This is an interministerial task which re- : :
 quires active cooperation from all Minis- : :
 tries and Agencies concerned. The Minis- : :
 try of Labor alone cannot accomplish it. : :
 Moreover, funding (for personnel, training, : :
 and operations) is a vital problem to be : :
 solved. This task cannot be carried out if : :
 necessary funds are not available. : :
 : :
 : :

Item II. Labor - Relations

A. Training of workers' representatives.

Hold sixty training courses for 1,600 work- : :
 ers' representatives in the Capital and 23 : :
 provinces all over the country (each course : :
 will be attended by 20 to 30 trainees and : :
 will last three days). The training program : :
 includes the study of technical documents, : :
 labor laws, and political topics designed to : :
 stimulate the morale of workers so as to : :
 awaken them to the necessity of remaining : :
 closely united in nationalist ranks and parti- : :
 cipating actively and as of one mind in the : :
 political struggle against communism in the : :
 future. : :
 : :

III-H-4

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Organization schedule: : :

Conduct 18 courses in Saigon and 10 courses : From 15 April :
in Gia Dinh. : 1971 through 30 :
: June 1971 :
: :

Conduct 5 courses in Bien Hoa : From 25 May :
: 1971 through :
: 25 June 1971 :
: :

Conduct 2 courses at provincial or interpro- : From 1 May :
vincial level for the provincial services: Da- : 1971 through :
nang, Quang Nam, Quang Tin, Long Khanh, : 30 June 1971 :
Pleiku, Kontum, Khanh Hoa, Binh Long and : :
Cam Ranh. : :
: :

Conduct one course at provincial or inter- : :
provincial level for the provincial services: : :
Tay Ninh, Phong Dinh, Tuyen Duc-Dalat, : :
Binh Dinh, Binh Duong, Hau Nghia, Thua : :
Thien, Dinh Tuong, Vung Tau, Darlac, Ninh : :
Thuan, Phu Yen, Binh Thuan, Vinh Long, : :
Sadec, Lam Dong, and Kien Giang. : :
: :

B. Training of labor union officials and members: : :

In order to assist labor union officials and : :
members to attain a thorough knowledge of : :
the organizational structure, functioning, : :
and administration of labor unions, and to : :
have a clearer sense of the unions' obliga- : :
tions in the building of democracy and social : :
improvement, the Ministry of Labor has : :
helped Labor unions to organize inter- : :
mediate training courses. (In 1970, 53 train- : :
ing courses for 2,160 union officials were : :
held in Saigon and provinces). : :
: :

For 1971, the Ministry of Labor plans to : :
hold 75 training courses for 3,000 labor : :
union officials. The training schedule will be : :
completed after consultation with the work- : :
ers' organizations concerned. : :
: :

C. Labor relations. : :
: :

In 1971, the Ministry of Labor will organize : :
an exhibition designed to emphasize the : :
necessity to improve relations between em- : :
ployers and workers and to introduce the : :
Labor Relations Center of the Ministry of : :
Labor to the representatives of employers, : :
labor unions, and other people interested : :
: :

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in labor problems.

- D. Creation of a library on Labor relations. : :
 : :
 Development and completion period. : 1971 - 1972 :
 : :
 At the outset this library will have 700 books :
 dealing with Labor Relations. : :
 : :

Item III. Vocational Training. : :
 : :

There are presently four vocational train- :
 ing centers in Gia Dinh, An Giang, Phu Yen :
 and Qui Nhon and training courses are held :
 in 20 provinces throughout the country. The :
 Ministry of Labor trained 26,803 skilled :
 workers for 1955 to 1969. Through August :
 1970 it has held 113 vocational training :
 courses with 3,055 graduates. :
 : :

1971 Program : :
 : :

- A. Intensification of vocational training. : :
 : :
 1. Hold 13 additional vocational training : From 1 January :
 courses especially in Saigon and Gia Dinh : 1971 through 31 :
 to train additional skilled workers needed : December 1971 :
 for business in all economic sectors. : :
 : :
 2. Set up six new vocational training Cen- : From 1 January :
 ters with 18m x 6m prefabricated houses : 1971 through 31 :
 at Phu Binh (Cholon), Cam Ranh, Khanh : December 1971 :
 Hoa, Danang, Hue, and Dalat. : :
 : :
 3. Encourage foreign firms to maximize : From 1 January :
 their vocational training of Vietnamese em- : 1971 through :
 ployees so that they can gradually replace : 31 December :
 foreign skilled workers. So far, 17 foreign : 1971 :
 enterprises have given 165,375 Vietnamese : :
 skilled workers on-the-job training. : :
 : :
 4. Hold six additional training courses in : From 1 January :
 the newer promising occupations to assist : 1971 through 31 :
 the progress of the economic development : December 1971 :
 of our country, such as: refrigeration, in- : :
 dustrial electricity, television, electronics, :
 data processing programmers etc. (in Saigon :
 and Gia Dinh). : :
 : :
 5. Urge private firms to properly imple- : From 1 January :
 ment the Labor Code provisions on appren- : 1971 through 31 :
 ticeship. : December 1971 :
 : :
 : :
 : :

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B. Development and improvement of the employment offices.	:	:
1. Develop more employment agencies in Saigon, Bien Hoa, Danang, Thua Thien and Nha Trang. Improve their organization and provide them with specialists.	From 1 January 1971 through 31 December 1971	:
2. Develop specialized employment officers. Train them in accordance with international methods. Hold 3 courses in Saigon.	From 1 January 1971 through 31 December 1971	:
3. Improve methods of rapidly placing workers by using such media as press, radio and television.	From 1 January 1971 through 30 June 1971	:
4. Improve techniques, form mobile employment search teams to make regular solicitations for employment with large firms and among labor circles instead of awaiting labor requirements from employers.	From 1 January 1971 through 30 June 1971	:
5. Make plans for the placement of workers in the post war period within the framework of the Employment Plan and be ready to regulate the labor market and avoid commotions when peace is restored.	From 1 January 1971 through 31 December 1971	:
6. Revise Labor regulations in force on employment offices in order to place restrictions and controls on private employment organizations and individuals in order to control the fees charged and to eliminate deception of clients.	From 1 January 1971 through 31 December 1971	:

The Interministerial Manpower Coordinating Committee (IMMCC). Its role in the guidance and coordination of vocational training programs of different ministries.

In its regular session held on 11 March 1970, the IMMCC found that although vocational training is being conducted by the various Ministries, their training programs are different from one another. Each Ministry works within its own field of interest. Moreover, diplomas and graduation certificates issued by vocational training agencies are not equally recognized by employers. In order to iron out these difficulties, the IMMCC has set up a Vocation Training Sub-Committee composed of the representatives of the Ministries of National Defense, Veterans, Social Welfare, Chieu Hoi, Economy, Education, Land Reform, Agriculture and Fishery Development, Public Works, and Labor, the General Directorates of Planning, Civil Service, Office of the Minister without portfolio in charge of Reconstruction, and Employers and Workers' representatives. The Chairman of this Sub-Committee is the Director for Technical and Professional Education (Ministry of Education). The Sub-Committee held its first meeting on 11 September 1970. An effective plan of activities designed to unify the vocational training agencies of the different ministries and to enable them to attain better results was developed.

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It has three main aims:

1. Standardize short-term vocational training programs.
2. Standardize teaching methods.
3. Standardize the values of various types of certificates or diplomas issued.

It also planned to study the creation of a National Vocational Training Committee (NVTC) on a tripartite basis: representatives of employers, employees and the Government.

Planning activities of the sub-committee are long-range. Its first task for 1971 will be to collect and study necessary data to have a clear idea of the nation's vocational training requirements in order to draft a uniform and more effective vocational training program. It will try to concentrate all vocational training activities and agencies into a single ministry or a few ministries to avoid duplication in personnel, finance, and facilities.

IV. COORDINATION.

- A. With the Ministry of Defense, the Ministry of Economy, the Office of the Minister of State in charge of Reconstruction, the National Statistics Institute, the General Directorates of Planning and Civil Service in the implementation of the Employment and Labor programs especially in the compilation of the National Classification of Occupations.
- B. With the Ministry of Information and employers and workers organizations in the implementation of the Labor Relations Program and training of workers' representatives and labor union officers.
- C. With the Ministry of Defense, Ministry of Veterans, Ministry for Social Welfare, Ministry of Chieu Hoi, Ministry of Economy, Ministry of Education, Ministry of Land Reform, Agriculture and Fishery Development, Ministry of Public Works, Office of the Minister of State for Reconstruction, General Directorate of Planning, General Directorate for Civil Service, and General Directorate of Youth, in the implementation of vocational training and placement programs and in the standardization of vocational training programs of the various ministries.

V. REPORTS.

Report of achievements and the results attained during the phases of this plan by the IMMCC as well as by the Ministry of Labor must be centralized in the Ministry of Labor in order to forward periodical reports to the Prime Minister's Office and the Central Pacification and Development Coordination Center.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF DEVELOPMENT

Appendix I: Public Works

I. GENERAL.

In 1971, the Public Works Plan will be reoriented toward the attainment of the long-range objectives of national self-sufficiency and self-development. Following are the purposes of this plan and the methods of carrying it out:

A. PURPOSES:

1. Modernize all existing electricity and water supply systems as well as civil engineering works and set up new ones in order to establish a basis, and pave the way, for the development of the national economy.
2. Increase people's comfort in order to improve their health and boost their productivity, build and encourage people to build new dwellings, increase electricity and water output, purify drinking water, and install sewer systems.
3. Pay particular attention to supplying of electricity and water to the poor and laboring people.
4. Carry out Law 8/70 in favor of disabled servicemen by completing the construction of disabled servicemen's villages as scheduled.

B. METHODS:

The Ministry of Public Works will endeavor to encourage the self-development spirit of the local population by such actions as offering loans for housing construction and helping in the formation of electricity and water consumers' cooperatives. Projects which are beyond local means will be undertaken by the Ministry of Public Works itself.

II. CONCEPT.

Eight main goals have been put forward for the implementation of this plan:

- A. Repair 3,200 km of road for both National and Inter-provincial roads.
- B. Raise electricity output up to 50% in Saigon and 100% in the provinces.
- C. Support the electrification project of resettlement centers and the formation of rural cooperatives.
- D. Increase the supply of drinking water for an additional 100,000 inhabitants in Saigon.
- E. Supply drinking water to an additional 300,000 inhabitants in the Provinces.
- F. Implement a drinking water purification program.
- G. Complete the overall town planning map for large provincial capitals and improve

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important rural towns.

H. Support local housing development projects.

III. IMPLEMENTATION.

A. Goal 1

1. Repair 3,200 km of road for both national and inter-provincial roads. The main task of the civil engineering branch in 1971 is to repair 3,200 km of national and inter-provincial roads. 1,600 km will be repaired with National Budget funds and another 1,600 km with USAID Budget funds (this does not include 700 km of road to be repaired by US Engineer troops and a number of other kilometers to be repaired by RVNAF Engineer troops).
2. Repair and build 1,330 km of local roads of which 80 km will be repaired or built with National Budget funds and 1,250 km with Pacification & Development Budget funds.
3. Build 5,000 m of bridge: 2,000 m on national and inter-provincial roads, 3,000 m on local roads. The capacity of new bridges to be built on national, inter-provincial roads is 35 tons, and that of new bridges to be built on local roads is 18 tons as compared to present average capacity of 12 tons.
4. Other projects: Continue the construction of two 100-ton ferry-boats and two 60-ton ferry-boats; build sewers in urban areas .

B. Goal 2

Increase electricity output by 50% in Saigon and 100% in Provinces.

1. Increase electricity output of Vietnam Electricity Company (Cong Ty Dien Luc Vietnam).

a. Present electricity outputs:

In Saigon - 269 MW

In Provinces - 66 MW

b. Electricity program for 1971.

Total of electricity output in Saigon will be 126 MW broken down as follows:

- (1) Diesel engined Power Plant in Cho Quan : 35 MW
- (2) Diesel engined Power Plant in Ba Queo : 30 MW
- (3) Gas-turbine Power Plant in Thu Duc : 30 MW
- (4) Diesel engined Power Plant in Bien Hoa : 33 MW

Total electricity output for the provinces will be 69 MW broken down as follows:
Electricity output will be increased by twenty 400-KW generators, thirty 1,200-

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KW generators and thirty 500-KW generators in power stations (this does not include 160 MW to be produced by Danhim plant which is under repair).

2. Increase electricity conveyance and distribution.

a. In Saigon:

- (1) Electricity conveyance: The voltage of each of the 66/15-KV transforming stations in Ba Queo and Dong Nai areas will be increased to 40,000-KVA to convey electric energy to new plants.
The Saigon-Tan An-My Tho 66-KV line, 60 km long, will be installed to supply electricity to Tan An and My Tho areas. Two new transforming stations will be set up, in Tan An (6 MVA) and My Tho (12 MVA).
- (2) Electricity distribution: Several 15-KV interrupting stations receiving electricity from 66/15-KV transforming stations will be set up in the Capital. It is planned to set up electricity transformer boxes and transformer devices mounted on pole tops in populous areas (120,000-KW).
Electricity transforming outputs planned for 1971:
 - 40,000-KVA, low voltage, for public utility;
 - 80,000-KVA, low voltage, for industry.Approximately 150 km of aerial and underground 15-KV cables will be installed.

b. In Provinces:

Electricity Conveyance and Distribution.

The establishment of 15-KV and power distribution systems is planned for some provinces. This work includes: completion of projects in Vung Tau, Phuoc Le, Long Khanh, Phuoc Long, Binh Long, Kien Tuong, Quang Tin, Quang Ngai, Kontum, Darlac, and Vinh Long; implementation of new projects in Tuy Hoa, Kontum, Dalat, Long An, Go Cong and Chuong Thien; and strengthening and extending of electric lines in the Provinces where power outputs are to be raised; i.e., Song Pha-Phan Rang 66-KV line (reinforce the 31-KV line and the Song Pha-Dalat transformer stations), and the Vung Tau-Phuoc Le-Long Hai lines. The electricity conveyance and distribution program includes the establishment of 80 MVA power transformers and 300 km of electric lines. This project will be completed by the end of 1971 or in early 1972.

c. In District Towns:

Transfer of power plants from Provinces where power supply has been increased in order to provide electricity for 41 District towns. One hundred 200-KW generators will be installed where power stations have been established recently.

C. Goal 3

Support the electrification project of resettlement centers and the formation of rural cooperatives:

Carry out the Village Self Development Program including the installation of one hundred 50-KW generators and one hundred 40-KW generators.

Forty rural cooperatives will be formed.

Eight temporary refugee centers will receive support for electrification projects.

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Technical assistance will be given to refugee camps of Vietnamese nationals repatriated from Cambodia.

D. Goal 4

Increase the supply of drinking water for an additional 100,000 inhabitants in Saigon.

1. Increase the volume of water supply:

- a. Raise the volume of water supply from 370,000 cubic meters per day to 400,000 cubic meters per day.
- b. Dig two deep wells to provide water to areas distant from the water supply system.

2. Water Distribution.

- a. Lay water mains and replace damaged pipes.

(1) In Saigon

- Xom-Cui Street
- Luc-Tinh Street through Phu Lam (Delta Cape) to Phu Dinh
- Ba Hom Street (Section 2)
- 46 Street (Section 2)
- Bai Say Street
- Pham The Hien Street (Section 2)
- Trinh Minh The Street (Ton Dan-Trinh Minh The)

Total : 8,430 m

(2) In Gia Dinh

- Van Kiep Street
- Village Road 14
- Bui Thi Xuan Street
- Ky Con-Tran Ke Xuong Street

Total : 3,700 m

(3) Replace damaged pipes in:

- Bach Dang Street
- Gia Long Street

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- Hai Ba Trung Street

- Van Don Quay

Total : 4,610 m

b. Lay water mains and install water-meters for dwelling quarters and improved areas.

- Thanh Da housing area

- Phu Tho Hoa housing area

- Tan Quy Dong housing area

- Thu Duc University housing area

- Soldiers' Village

Total : 18,349 m

c. Lay 100 mm and 150 mm pipes along alleys: 80,000 m

d. Install water-meters for private houses: 20,000 m

E. Goal 5

Increase the supply of drinking water for an additional 300,000 inhabitants in Provinces.

Increase water supply and distribution.

1. In Cities: Increase 1970 water supply and distribution in Provincial Capitals of Phan Thiet, Vung Tau, Go Cong, Chau Phu, Qui Nhon, Can Tho by 50% compared with 1970.

2. In District towns: Increase water supply and distribution in District towns by 100% compared with 1970.

a. Modernize existing water-works and build new ones, lay water-pipes in Tan Bui (Lam Dong), Don Duong (Tuyen Duc), Dai Phuoc (Bien Hoa), Trang Bang (Hau Nghia), Ben Luc (Long An), Long Dien (Phuoc Tuy), Hieu Thien (Tay Ninh), My Luong (An Giang), Thanh Khiat (Ba Xuyen), Trung Luong (Dinh Tuong), Ha Tien (Kien Giang), Thoai Son (An Giang), An Huu, Luong Hoa Lac, Vinh Kim (Dinh Tuong), Co Do (Phong Dinh), Cho Lach, Tra On (Vinh Long), Vong The (An Giang), Thoi Long (Phong Dinh), Minh Duc, Tam Binh and Vung Liem (Vinh Binh).

b. Dig deep wells in: Dinh Quan (Long Khanh), Di Linh, Bao Loc (Lam Dong), Hai Yen, Dam Doi (An Xuyen), Long Dien (Phuoc Tuy), Cat Lo (Vung Tau), Ha Tien, Kien Tan, Kien Xung, Kien Binh (Kien Giang), Trang Bom (Hau Nghia), Dinh Quan, Kiem Tan (Long Khanh), Dai Lam, Thanh Tri (Ba Xuyen), Vinh Xuong, Vinh Phuoc (Khanh Hoa), Nhon Trach, Ho Nai (Bien Hoa), Dinh Tuong, Phong Dinh, Tan Binh (Gia Dinh), Phu Vinh (Vinh Binh), and Long Ngai (Tay Ninh).

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F. Goal 6.

Carry out the drinking water purification program:

In 1971, the Ministry of Public Works will install chlorinating purifiers in the water supply systems of Qui Nhon, Vung Tau, and Nha Trang, and a fluoridating apparatus at the Bien Hoa waterworks.

G. Goal 7

Complete the overall town planning map for large Provincial Capitals, and improve important rural towns. Tasks:

1. Drafting of town planning maps for Provincial Capitals:
 - a. Da Nang = Complete the drafting of maps
 - b. Can Tho = id
 - c. Rach Gia = id
 - d. Bac Lieu = id
 - e. Nha Trang = Complete the drafting of maps and submit them for approval
 - f. Pleiku = id
 - g. Long Xuyen = id
 - h. My Tho = id
 - i. Go Cong = id
 - j. Bien Hoa = id
 - k. New planning map for Di An City: Complete the survey on the planning map.
2. Amendment of town planning maps:
 - a. Da Lat (Arrete of 27 Apr 43): Complete the City planning map.
 - b. Phu Cuong (Approved on 22 May 69): Map already completed and submitted for approval.
 - c. Khanh Hung (Ba Xuyen) (Approved on 24 Apr 65): Map already completed and submitted for approval.
 - d. Chau Phu (Chau Doc) (Approved on 26 Aug 66): Planning Map already completed.
3. Improvement of plans for important cities and rural towns.
 - a. Saigon
 - Saigon administrative and diplomatic areas: Complete the plans for these areas.

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- Saigon Railroad Station area: Complete the survey on the plan of this area.
- b. Gia Dinh
 - Gia Dinh central area: Complete road-map and improvement plan.
 - Thi Nghe area: Complete road-map and improvement plan.
- c. Quang Tri
 - Cam Lo area: Complete the plan of this area.
- d. Vung Tau
 - Central area: Complete the plan of this area.
- e. Ninh Thuan
 - Ninh Chu-Van Son area: Complete the plan of this area.
- f. Phuoc Le
 - New market area: Complete the plan of this area.
- g. Long An
 - Cau Voi area: Complete the plan of this area and submit it for approval.
- h. Danang
 - Xuong Binh, Thanh Thau, Thuan Binh areas: Complete the plans for these areas and submit them for approval.

H. Goal 8

Support local housing development projects.

1. Disabled servicemen's Villages. Complete the following by the scheduled time limits:
 - Phu Tho Hoa and Tan Qui Dong 800 units
 - Thu Duc 3,000 units
 - Pham The Hien 448 units
2. Housing development program in Provinces and Cooperatives.
 - a. Make loans to Provinces to permit them to build civil servants' dwelling quarters. The total cost is estimated at 350 million piasters; and the number of apartments to be built is between 700 and 1,000.
 - b. An estimated 150 million piasters will be loaned to 700 members of civil servants' cooperatives. Local housing development programs depend upon many factors such as housing requirements and the capability of those who will benefit

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to contribute.

3. The housing development program of the General Office of Housing.

a. Complete construction projects being carried out in the following areas:

- Vinh Hoi (2 phases)	279 housing units
- Cong Ly	25 "
- Yen Do	32 "
- Thanh Da	1,832 "
- Tan Qui Dong	84 "
- Phu Tho Hoa	138 "

b. Prepare to carry out the improvement program for the Thu Thien area (9th Precinct, Saigon).

c. In Nha Trang: The work on the reconstruction program of Cho Dam area will be completed for two lots:

- Lot A	120 housing units
- Lot B	192 "

IV. COORDINATION.

In order to satisfactorily achieve the above goals of the local self-development program of the Ministry of Public Works, coordination with the following agencies is required:

- A. Coordination of the Ministry of Defense to expedite the immediate detachment of the Ministry of Public Works personnel who are serving in the armed forces and the recruitment of 400 servicemen of category 2 to be trained and sent to different Provinces.
- B. Assistance from all Military Regions and Sectors in the maintenance of security for work-sites.
- C. Assistance from the Ministry of Economy in facilitating the importation of materials required by the Saigon Water Supply Office.
- D. Support and cooperation from friendly agencies such as Ministry of Information and Ministry of Health in the purification of drinking water.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix J: Post and Communications

I. GENERAL.

To support the 1971 Community Defense and Local Development Plan and at the same time serve the people and increase the revenues of the National Budget, the Ministry of Communications and Post, Telephone and Telegraph will carry out a number of projects related to the State-Controlled Railroads, the Dredging Agency, and the Post, Telephone, and Telegraph General Directorate.

II. CONCEPT.

The technical branches of the Ministry of Communications and Post, Telephone and Telegraph, which are mentioned in the above program, are for the most part related to national economic activities. The responsible agencies, therefore, must establish operational procedures to serve the majority of people, increase the efficiency of public utilities, fix rates suitable to the financial capacity of the people, and, at the same time, increase the revenue of the National Budget.

III. IMPLEMENTATION.

A. State-Controlled Railroads.

1. Objectives:

- a. Reconstruct the railroad system based on present programs for completion of the "Trans-Vietnam Railroad" (Saigon-Quang Tri) and increase the revenue of the State-Controlled Railroads.
- b. Repair 20 DIESEL Locomotives and 150 cars.

2. Operational phases:

a. Priority 1:

- Reconstruct the railroad section between Long Khanh and Song Long Song (184 km).
- Estimated duration: Nine months.
- Required fund: VN\$ 89,000,000

b. Priority 2:

- Reconstruct the railroad section between Phu Cat and Duong Son.
- Estimated duration: One year.

III-J-1

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3. Special Instructions.

- a. The office in charge of Railroad Program will be established at Vietnam Railroad Station, 2 Dien Hong Square, Saigon, Telephone No 90105 and 90106.
- b. To ensure security for the "Trans-Vietnam Railroad" close coordination is required among local security agencies, PSDF Organizations, and railroad personnel.

4. Periodical Report.

On the third day of each week, the State Controlled Railroads will forward a weekly report on operational progress to the Ministry of Communications and Post, Telephone and Telegraph.

On the 30th day of each month, the Ministry of Communications and Post, Telephone and Telegraph will forward a monthly report to the Central Pacification and Development Council/Coordinating Center.

B. DREDGING AGENCY.

1. Objectives:

- a. To increase the output of the dredges to 4,000,000 m3 per year and increase revenue so that the Dredging Agency can be financially self-supporting.
- b. To meet the requirements of Provinces in MR 2, 3, and 4 the following priorities are established:
 - (1) Clear out, maintain, and develop Inter-Military Regional and Inter-Provincial waterways.
 - (2) Support and improve Province capitals with special geographical problems.
 - (3) Support housing projects.

2. Operational phases:

The Operational schedule for dredging in 1971 has been already drafted. The following provinces have priority to use dredges:

- a. Kien Phong
- b. An Xuyen
- c. Chau Doc
- d. Sa Dec
- e. Ba Xuyen
- f. Kien Tuong

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Other Provinces will be informed when to be ready for the implementation of dredging projects as prescribed in the consideration session held in September and October 1970.

3. Special Directives:

- a. The office in charge of the dredging program will be located in the Central Pacification and Development Council Headquarters (Coordination Center) Telephone No 907209 and Dredging Agency at 55 Pasteur Street, Saigon, Telephone No 24382.
- b. Standing operating procedures were issued by the Ministry of Communications and Post, Telephone and Telegraph in November 1970.
- c. Agencies or Provinces benefiting from the dredging program are responsible for the following:
 - (1) Allocate funds.
 - (2) Ensure security for dredges and assist the dredging work site in making a daily report on operational progress.
- d. Periodic Report:

Dredging work chiefs are responsible for making a daily report on operational programs to the Central Pacification and Development Council/Coordinating Center and the Dredging Agency.

On the 30th of each month, the Ministry of Communications and Post, Telephone and Telegraph will forward a monthly report to the Central Pacification and Development Council/Coordinating Center.

C. GENERAL DIRECTORATE OF POST, TELEPHONE, AND TELEGRAPH.

1. Objectives:

- a. Complete the PTT organization to Village level, establish 30 additional Post stations (in Districts), and 502 Village Post Substations (see TAB 1 attached).
- b. Provide telephones for the Prefecture (4,000 sets); Da Nang, Qui Nhon, Nha Trang, and Can Tho (1,000 sets for each city).

2. Operational phases:

The Ministry of Communications and Post, Telephone and Telegraph can carry out the above mentioned objectives by July 1971 if the security situation is improved in Villages; that is, Police Sub-stations must be established in Villages first.

The Ministry of Communications and Post, Telephone and Telegraph has allocated the necessary funds for 1971.

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3. Special Directives.

- a. The office in charge of the Rural Post Program will be established at the Post Directorate, 2 Kennedy Square, Saigon, Telephone No 23002.
- b. Provinces and Districts are responsible for assisting in the selection of dedicated personnel characterized by a spirit of service for management of Post Stations and Post Substations.
- c. Periodic reports.

On the third day of each week the General Directorate of Post, Telephone, and Telegraph will forward a weekly report on operational progress to the Ministry of Communication and Post, Telephone and Telegraph.

On the 30th day of each month, the Ministry of Communication and Post, Telephone, and Telegraph will forward a monthly report to the Central Pacification and Development Council/Coordinating Center.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

TAB 1: Rural Post, to Appendix J: Post and Communications

PROVINCES	OBJECTIVES TO BE ACHIEVED	
	Number of Post Stations	Number of Village Post Sub-Stations
<u>South Vietnam</u>		
1. An Giang	1	3
2. An Xuyen	1	10
3. Ba Xuyen	0	6
4. Bac Lieu	1	3
5. Bien Hoa	0	1
6. Binh Duong	2	6
7. Binh Long	0	11
8. Binh Tuy	0	1
9. Chau Doc	1	3
10. Chuong Thien	3	28
11. Dinh Tuong	1	21
12. Gia Dinh	2	10
13. Go Cong	0	0
14. Hau Nghia	0	1
15. Kien Giang	0	7
16. Kien Hoa	0	40
17. Kien Phong	0	1

III-J-1-1

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18. Kien Tuong	1	1
19. Long An	0	0
20. Long Khanh	0	2
21. Phong Dinh	4	3
22. Phuoc Long	1	7
23. Phuoc Tuy	1	5
24. Sa Dec	1	1
25. Tay Ninh	0	10
26. Vinh Binh	1	14
27. Vinh Long	1	3
Total:	22	198

HIGHLANDS OF CENTRAL VIETNAM.

1. Tuyen Duc	1	7
2. Darlac	1	25
3. Kontum	3	26
4. Lam Dong	0	3
5. Pleiku	0	30
6. Phu Bon	1	30
7. Quang Duc	1	0
Total:	7	121

MIDLANDS OF CENTRAL VIETNAM.

1. Binh Dinh	0	40
2. Binh Thuan	0	2
3. Khanh Hoa	1	5
4. Ninh Thuan	0	2
5. Phu Yen	0	0
6. Quang Nam	0	39

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7. Quang Ngai	0	53
8. Quang Tin	0	30
9. Quang Tri	0	12
10. Thua Thien	<u>0</u>	<u>0</u>
Total:	1	183

RECAPITULATION

South Vietnam	22	198
Highlands of Central Vietnam	7	121
Midlands of Central Vietnam	<u>1</u>	<u>183</u>
Total:	30	502

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF DEVELOPMENT

Appendix K: Rural Credit

I. GENERAL.

A. SITUATION.

The Agricultural Development Bank is the only Bank which directly contributes to agricultural development in Vietnam in the fields of production credit, financing for commercialization, and consumption of agriculture and fishery products in the market.

In the past two years (1968 and 1969), the value of credits distributed was about VN\$ 4,6 billion per year. In 1970, the value of distributed credits may amount to 8 billion, and in 1971, the Agricultural Development Bank, according to its budget, plans to distribute credits of VN\$ 9 billion. Not counting the funds deposited by private persons, the capital provided by the Government to the Agricultural Development Bank through special credit programs, totals about VN\$ 5 billion, and can only meet from 5% to 6% of the agricultural credit requirements throughout the country. Thus, if people borrow an average amount of VN\$ 50,000, the Bank can only lend money to 100,000 families a year, which is too modest a figure.

Therefore, for operational effectiveness the Agricultural Development Bank must use all available means and execute all plans that can help increase its operating capital in order to more adequately finance activities of agriculture, forestry, fishery, animal husbandry, and rural handicraft industries.

B. DUTIES.

In 1971, the Agricultural Development Bank will increase its funds for loans, support the establishment of 24 additional Rural Banks, assist and guide in the formation of Village Credit Committees and training of personnel for their management, and support the activities of other organizations in the field of credit such as cooperatives and Farmers' Associations.

II. CONCEPT.

In 1971, the Agricultural Development Bank will concentrate its efforts on the creation of additional capital in order to finance agricultural activities more adequately than in the past years, especially to achieve the agricultural development objectives of the "1971 Community Defense & Local Development Plan." Besides the additional funds to be requested from the National Budget and Foreign Aid chapters, credit sources for agricultural development can be provided by people's contributions through the encouragement and support of private persons to set up Rural Banks. These banks will collect shares from their members and funds deposited by the people and lend money to various local elements of small agricultural business, and handicraft industry.

The Agricultural Development Bank will be the financial source for medium and long-term development projects. Therefore, this Bank will actively support the establishment of other credit organizations to replace the ADB in the financing of short-term projects.

III-K-1

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III. IMPLEMENTATION.

A. ORGANIZATION.

1. Increase of operating capital:
 - a. The ADB Board of Administration will request the release of the remaining sum of VN\$ 1,075,000,000 out of the total fund of VN\$ 2,575,000,000 which has been approved by the Cabinet Council since 1969. Additional funds will be requested depending on future needs.
 - b. Establish additional ADB sub-offices in Phuoc Tuy, Quang Duc, Kontum, and Phu Bon Provinces.
 - c. Increase the rate of interest on loans so that it corresponds with the rate of interest to be paid on regular bank deposits of the people.
2. Establishment of Rural Banks:
 - a. Four Rural Banks were established in 1969 and ten others will be completed by the end of February 1971.
 - b. In 1971, 24 additional Rural Banks will be established in localities where security and economic conditions meet required standards. In order to achieve the goals planned for 1971, all ADB Branches and Sub-Offices will increase the publicity and propaganda effort on ADB policy and encourage the establishment of Rural Banks. At the same time, the Central Section of the Agricultural Development Bank in charge of guidance in the establishment and management of Rural Banks will be properly reinforced.
3. Establishment of Village Credit Committees:
 - a. The Ministry of Rural Development will distribute funds to villages. Province Pacification and Development Councils will set up Credit Committees in villages which are not yet participating in the 1970 Credit Program so that these Committees can consider applications for short term loans under VN\$ 50,000.
 - b. Agencies responsible for collecting money contributed by the villages and for training of personnel of the Village Credit Committee in various branches and sub-offices will be strengthened.
 - c. ADB Branches and Sub-Offices will train members of Village Credit Committees for one month following the establishment of these Committees and guide them in their initial operations.
4. Development of other private credit organizations outside Rural Banks.
 - a. In addition to the Rural Banks, the Agricultural Development Bank will encourage and assist in the establishment of other private credit organizations such as Cooperatives and Farmers Associations.
 - b. The Agricultural Development Bank will reinforce the Credit Sections at the ADB Branches and Sub-Offices in order to provide positive support to local Cooperatives and Farmers Associations.

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- c. In addition, the ADB Credit Service will be reinforced in order to study and implement medium and long-term development projects. In 1971, because private organizations will not yet be completely operational, the Agricultural Development Bank will still be responsible for providing short term loans for production in localities where farmers and fishermen cannot borrow money from Village Credit Committees or Rural Banks.

B. PLANNING.

1. Based on the activities of 1970, the loan plan for 1971 of the Agricultural Development Bank will be implemented with a total fund of VN\$ 8,900,000,000 to be distributed to the following programs:

- Loan for production of miracle rice	VN\$ 800,000,000
- Loan for support to Land Reform operations	VN\$ 400,000,000
- Loan for mechanization of Agriculture and Fishery industries	VN\$ 700,000,000
- Loan for development of pig and chicken raising	VN\$ 600,000,000
- Loan for increase of fishery production	VN\$ 400,000,000
- Loan for encouraging more people to cultivate sorghum and bananas	VN\$ 750,000,000
- Loan for Pacification & Development operations	VN\$ 700,000,000
- Loan for guidance in Agricultural Credit	VN\$ 350,000,000
- Loan for agricultural material and equipment purchasing fund (purchasing operations, fertilizers, insecticides, Agriculture & Fishery machinery, etc.)	VN\$ 3,000,000,000
- Loan for development of farmers' organization movement	VN\$ 200,000,000
- Ordinary bank credits	VN\$ 1,000,000,000
2. Allocations for each program will be distributed to ADB Branches and Sub-Offices based on local needs.
3. In 1971, upon the receipt of lists of the villages participating in the Rural Development Credit Program, including the funds allocated by MORD to each village and the villages' voluntary contributions, the Agricultural Development Bank will, in accordance with instructions received on the management procedures of this program, provide its share of funds. The implementation of local credit programs will be in accordance with the authority granted each echelon: Village Credit Committee, ADB Sub-Office Branch, and Central Agency.
4. As for Rural Banks, the Agricultural Development Bank expects that each District throughout the country will have one (as in the Philippines). In the next 5 years, if conditions are favorable, 200 Rural Banks may be established in 200 Districts.

III-K-3

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Based on anticipated progress and initial estimates of the Agricultural Development Bank, 24 Rural Banks scheduled for 1971 may be set up in the following Districts: Dong Ha (Quang Tri), Huong Tra (Thua Thien), Tu Nghia (Quang Ngai), Tuy Phuoc (Binh Dinh), An Nhon (Binh Dinh), Tuy Hoa (Phu Yen), Vinh Xuong (Khanh Hoa), Thanh Hai (Ninh Thuan), Hai Long (Binh Thuan), Trang Bang (Hau Nghia), Long Le (Phuoc Tuy), Phu Khuong (Tay Ninh) Cai Lay (Dinh Tuong), Lap Vo (Sa Dec), Thanh Tri (Ba Xuyen), Long Phu (Ba Xuyen), Ke Sach (Ba Xuyen), Phong Phu (Phong Dinh), Hong Ngu (Kien Phong), Chau Thanh (Vinh Long), Hoa Vang (Quang Nam), Xuan Loc (Long Khanh), Kiem Tan (Long Khanh), and Chau Thanh (Vinh Binh).

5. The technical training program for personnel and cadre of the 24 Rural Banks (including the Board of Directors, Board of Managers, and managing personnel) has scheduled that at least 10 persons must be trained for each Rural Bank. Six training courses will be organized to be conducted every other month. Each course has 40 students and will last one month.

Moreover, emphasis will be placed on management guidance of each rural bank and proper control of activity which must conform with the policy of the national bank.

6. In the establishment of Village Credit Committees and dissemination of new credit policy, all directors or comptrollers of ADB Branches and Sub-Offices must coordinate closely with and actively support Village Administrative Committees and Village Councils.

The training courses for Village Credit Committees will be held at Province Capitals or District Towns. Each course may be organized for 50 trainees or under and the training program may be arranged for two days (16 hours). These training courses will be organized with the support of the Province PD Coordination Center. The main training document will be the Directive on Management of the Rural Development Credit Program.

7. Because the General Commissariat for Agricultural Credit and Cooperatives was dissolved, Cooperatives and Farmer Associations no longer have close contact with the National Office of Agricultural Credit which is presently called the Agricultural Development Bank. In order to renew a sense of cooperation and mutual support in the achievement of common objectives, regular meetings between the Agricultural Development Bank and Cooperatives and Farmer Associations need to be organized.

C. Coordination.

In order to enable the 1971 Rural Credit Program to attain good results, the Agricultural Development Bank must be supported by local Pacification and Development Councils at all echelons and work in close coordination with the following Ministries and Government Agencies:

1. Ministry of Land Reform, Agriculture and Fishery Development. In the formulation of Credit Programs for the branches of agriculture, forestry, fishery, and animal husbandry, and support programs for Land Reform, Cooperatives and Farmer Associations.
2. Ministry of Rural Development. In the implementation of Rural Credit Development Programs.

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3. Ministry of Finance, Ministry of Land Reform, Agriculture and Fishery Development, and National Bank. In the program for establishment and guidance in the management of Rural Banks in Districts.
4. Ministry of Interior. In activities needing the support of local Governments of all echelons, and in operations urging villages to increase their revenues in order to have additional resources to take part in the Village Credit Program.
5. Ministry of Information. In the publicity of the new credit policy, dissemination of information relating to the utility of the establishment of Rural Banks, and appeal to rural people to save money.
6. Ministry of Finance, National Bank, and Director General of Budget and Foreign Aid: In all problems pertaining to the request for increase of operating capital for the Agricultural Development Bank.

D. Reports.

1. All ADB Branches and Sub-Offices in Provinces must forward periodic reports to the Central Agricultural Development Bank and at the same time notify their respective Province Pacification and Development Coordinating Centers about these reports.

The above reports will also be forwarded to concerned agencies regarding separate task included in each program.

2. The Agricultural Development Bank will exploit these periodic reports received from the provinces and forward a recapitulation to the Central Pacification and Development Coordinating Center and Ministry of Land Reform, Agriculture and Fishery Development or Ministry of Rural Development, depending on the type of program.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix L: Province/Municipal Development Program

I. GENERAL.

In 1970, the Central Pacification and Development Council has provided the Saigon Capital, Provinces, and Autonomous Cities with funds for implementation of their Development projects of Public Works, Irrigation, Public Health, Education, Agriculture, and Animal Husbandry which were closely related to the Pacification and Development objectives.

Furthermore, in order to increase responsibilities and the power of the elected institutions and for promotion of the spirit of community cooperation between the people and the government, the Central Pacification and Development Council (CPDC) also has allocated the Saigon Capital, Province and City Councils funds to execute those public interest projects within their jurisdiction.

Last year the Capital, Province, and City Self-Development Program brought about very encouraging results. It has succeeded in bringing basic facilities to the people. The program has also created favorable conditions for the development of the spirit of community cooperation and promoted rapid success of pacification. Therefore, the Program will continue to be implemented in 1971, financed by the following two funds:

- A. National Fund for Local Development, placed under the management of CPDC and subordinate organs of Prefectural, Province and City Councils.
- B. Province Development Funds, placed under the management of Prefectural, Province and City Councils.

II. CONCEPT.

- A. In order to meet those actual demands of local areas and to use those resources available, the study and choice of 1971 projects must be carefully made with the participation of the people.

Priority will go to those projects that directly support the implementation of the objectives of the Community Defense and Local Development Plan.

- B. Prefectural, Province, and City Councils are the sole organs competent to authorize the use of Province Development Funds.

It is emphasized that these Councils should grant priority to those projects proposed by people's groups, in order to support the government goal of promoting the spirit of community cooperation through organizations of people's groups such as Parents and Teachers Associations, Farmers Associations, Youth and Sports groups, etc. . . .

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These Councils also should positively control the implementation of those projects which they have approved, so that they will strengthen their prestige and influence among the people within their jurisdiction.

Every effort of the Councils should be supported by a carefully prepared information plan, which must be properly implemented.

- C. Procedures for implementing the program will be simplified so that projects can be carried out easily and rapidly.

III. IMPLEMENTATION.

A. National Fund For Local Development.

1. Local highway systems will continue to be improved to facilitate movement into newly-pacified areas to expedite the return-to-village of war victims and to create favorable conditions for the normalization of local administration.
2. Irrigation projects will continue to be financed in order to increase agricultural output and farmers' incomes. The emphasis will be on repair of existing systems which have been damaged or unused for a period of time.
3. In previous years, the education program has paid special attention to the expansion of elementary education, thus creating a large need for secondary education. In the meantime, the construction of secondary schools has failed to keep pace with these increasing needs:

Consequently, in 1971, the Prefectural, Province and City P&D Councils must carefully study and review the overall local educational requirements in order to build the necessary additional secondary school classrooms so those pupils who have completed their elementary education may further their studies at the secondary level.

4. Other projects, such as those which support the War-Victims' program, the Public Health, Agricultural, and Animal Husbandry Development programs, will also continue to be financed.
5. Furthermore, an Imprest Fund will be granted to each Province and City to meet unforeseen expenditures, so that the local P&D Councils can meet priority demands as needed.
6. The National Fund for Local Development is managed and executed based on the procedures established for the 1970 Province Development Funds.

B. Province Development Fund

1. The Capital, Province, and City Councils will convene public meetings to explain to the people the objectives and use of the Province Development Fund, and the procedures for proposing projects to be financed by this fund.

At these meetings, the Councils should inform the people that priority will be granted by the Councils to those projects proposed by people's groups.

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2. Projects may be selected from among those which are mentioned in the list of priority development projects for 1971, or from those which are proposed and submitted to the Council members by the people.
3. After review, the Prefectural, Province, and City Councils will prepare a list of proposed projects to be forwarded to the Village Councils for posting at government installations.

In the meantime, the Information Services and Agencies are requested to publicize these projects extensively with all facilities available.

4. Two weeks after the list of projects is posted, the Capital, Province and City Councils will convene an official meeting to examine and approve proposed projects within their authorized fund limits. Pacification and Development Coordination Center Chiefs, Service and Agency Chiefs, Village Councils, Ward Chiefs, Street Quarter Chiefs, associations and people's groups in the jurisdiction concerned are invited to attend this meeting.

The Prefectural mayor, Province Chiefs, and City Mayors in particular will not participate in the said meeting, because their presence may unduly influence the decision-making process of the meeting.

5. Before the Prefectural, Province, and City Councils reach a decision, the technical services concerned must insure that they are capable of completing the projects within the year.
6. Prefectural, Province, and City Councils approve projects based on the majority of votes.

Projects for the construction of schools and dispensaries will not be approved until the Services concerned can man these organizations with adequate teachers and health personnel.

7. After approval of projects, Prefectural, Province and City Councils will prepare a brief document for each project, using the following form:
 - a. Description of projects (including name of proposing individuals or peoples groups).
 - b. Site of the project.
 - c. Funds supporting the project.
 - d. Number of beneficiaries.
 - e. Results of the vote (number of pros and cons).

This document will be signed and stamped by the chairman of the Capital, Province, City Councils, and by the Service Chiefs concerned. The Service Chief's signature only indicates that his Service is capable of completing the project within the year.

This is an official and final document. Copies will be forwarded to Capital, Province, and City P&D Councils for submission to the CPDC.

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8. Capital, Province, and City P&D Councils are responsible for the execution of those projects approved by Capital, Province, and City Councils.
9. Apart from those procedures for approval of projects as shown above, the management and administration of the Province Development Fund will follow the procedures applicable to the National Fund for Local Development.

C. Planning for 1972 (Establishment of Provincial and Village Project Priority Lists).

In 1971, as in 1970, the establishment of both Province and Village Project Development Profiles and Project Priority Lists will continue according to the following procedures and schedules:

1. The ministries will begin drafting Province Development Profiles in March in order for distribution to the provinces to be made by 15 April 1971.
2. Village Profiles will be prepared by Province P&D Councils and will be completed by 31 May 1971.
3. During June, Province Mobile Advisory Teams (PMATs) will conduct district and village level seminars on the preparation of Village Priority Lists (VPLs). These seminars will be based on the instructions contained in the update of the Village Management Book (VMB).
4. In July, villages will prepare VPLs for 1972 projects. Selection of VSD projects for 1972 will be carried out at the same time. (See Appendix M - VSD Program.) The procedures for preparing both these lists and obtaining popular approval will be the same as those used for VSD project selection. Village priority projects to appear on the VPL and projects to be carried out with village resources will appear on the VSD list. All proposed VSD projects should be included as a separate section in the Village Priority Lists. Projects so included should have the notation that no additional funding is required beyond that provided by VSD and the villagers' contribution.
5. Decisions on all projects will be recorded in the VMB. VPLs will be forwarded to the Province P&D Councils on 1 August.
6. Province Priority Lists (PPLs) will be prepared by the Province P&D Council and be based as much as possible on the VPLs. The PPLs must be approved by the Province Council prior to being forwarded to the CPDC on 1 September 1971.
7. CPDC will review PPLs in September and select projects for inclusion in the 1972 Ministry budgets.
8. A special task force committee will visit the provinces in November to review progress on 1971 projects and to inform the Provinces of those projects selected for inclusion in the 1972 Ministry budgets.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX III: LOCAL SELF-DEVELOPMENT

Appendix M: Village Self-Development Program (VSD)

I. GENERAL.

Village Self-Development Programs for 1969 and 1970 have provided the people with favorable conditions to execute development projects consistent with their aspirations. Although these are small projects, they are practical and coincide with the local self-development capabilities. The contribution of Peoples Common Activity Groups (PCAG's), in manpower and resources, although not meeting desired goals, was very encouraging.

Community spirit has a special opportunity to develop with the accomplishment of projects, especially public interest projects. In 1971, there is a new direction in the Village Self-Development Program. Income generating projects will be carried out together with the Village Credit Program.

Those public interest projects themselves will still be implemented as before.

II. CONCEPT.

As in 1969 and 1970, the Village Self-Development Program for 1971 is aimed to:

- A. Motivate the people to organize PCAGs in order to carry out projects in accordance with their desires in the effort of building a progressive society.
- B. Promote a democratic spirit in rural areas and develop the spirit of community cooperation among the people and community cooperation between the people and the government.
- C. Create conditions for village authorities to plan Village Development programs and manage village resources to advance to self-sufficiency.
- D. Encourage Village authorities to hold talks with the people and make public the receipts, expenditures, and progress of the Village Self-Development Program.

III. IMPLEMENTATION.

- A. Unlike in 1970, income generating projects for 1971 will be carried out under the Rural Development Credit Program.
- B. Allocation of Funds.
 - 1. Each village, whether elections have been held or not, will be granted a minimum fund of VN\$400,000, without distinction between Lowland or Highland Villages, rich or poor villages. Those villages having over 2,500 inhabitants, will be allocated an additional VN\$50,000 for every 500 extra inhabitants.

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2. The Village Council will decide the use of this fund based on the expression of the people's desires before the Village General Assembly. The General Assembly can only reserve for the Rural Development Credit Program a maximum of 50% of the fund allocated by MORD, to execute income generating projects. However, it can use 100% of this fund for public interest projects.
3. The Agricultural Development Bank will allocate counterpart funds equal to the fund which the Village General Assembly has reserved for Rural Development Credit Program.
4. Should the village contribute its own resources to the Rural Development Credit Program, the ADB will allocate counterpart capital.
5. If the village has contributed its own resources to public interest projects, MORD will allocate a supplemental fund equal to the village contributational funds. However, the village's contribution must be at least 25% of the total fund reserved for those public interest projects, and the MORD supplemental allocation will be limited to VN\$ 1, 000, 000. (For example, if village contributes VN\$ 1, 200, 000, MORD will allocate only VN\$ 1, 000, 000.)

C. Categories of Projects.

1. Public Utility Projects are divided into two categories as follows:
 - a. Category 1 comprises projects under VN\$ 200, 000 each of which is approved by the Village Council and implemented by PCAGs themselves. The PCAGs can request the Village to intervene with Province for technical assistance, if necessary.
 - b. Category 2 comprises projects of VN\$ 200, 001 or over. After being approved by Province Pacification and Development Council, these projects can be implemented by the PCAGs themselves, or by the Province, at the request of PCAGs.
2. Income producing projects (Rural Development Credit Program), The Village Credit Committee receives applications for loans, makes a preliminary review and forwards them with comments to the Province ADB for consideration. Each PCAG member can raise a maximum loan of VN\$ 50, 000.

D. People's contributions.

The people's contribution to public interest projects may be made in the form of labor, resources, materials, etc... on a voluntary basis. In principle, the value of the people's contribution must be equal to that of the Government allocation. However, the Province PD council retains flexibility and may specify the percentage of the people's contribution, based on their ability and capabilities of manpower, resources, and materials of each village after consultation with the Province Council.

E. Phasing.

1. The Village Self-Development Program will be implemented in four phases (omitting the counting of hamlet meetings as a phase) as follows:

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- Phase 1 : Publicity of the Program
- Phase 2 : Motivation of the people to form PCAGs
- Phase 3 : Village General Assembly
- Phase 4 : Implementation of Projects

2. The program must be publicized extensively so the people will be aware of the significance of the VSD Program, the funds allocated by Central authorities, and the rights and interests of PCAG members. Village authorities must use the Form "Survey of Demands and Application for Admission to PCAGs," to enable the people to directly voice their desires.

Upon receipt of funds, the village chief will make public Bulletin No. 1.

3. While motivating the people, special attention should be paid to the use of legal people's organizations such as Parents and Teachers' Associations, Farmers' Associations, PSDF, youth groups, etc.
4. The Village General Assembly will be convened not later than three weeks after the list of public interest projects and bulletin No. 2 are posted. Based on the majority of votes cast by those citizens present, the Village General Assembly decides:
 - a. Division of VSD Funds to public interest projects and to the Rural Development Credit Program.
 - b. Approve those public interest projects.
 - c. Village Council decides the use of VSD funds:
 - One part of this fund will go to the support of public interest projects (100% of the total fund may be used).
 - One part is reserved for the Rural Development Credit Program for the implementation of income generating projects (this part will not exceed 50% of the total funds).
5. Those who did not participate in PCAGs in 1969 and 1970, and who are not presently in debt to the ADB, cooperatives, Farmers' Associations, or Rural Development Banks, have priority to borrow money from the Rural Development Credit Program after they have formed PCAGs.

F. Preparation of VSD Priority Projects for 1972.

The Village General Assembly will be convened to discuss and decide those VSD priority projects for 1972, and at the same time allocate the village contribution of their own resources, based on project category. Villages are categorized as follows:

- Village which is 100% self-sufficient regarding its development budget.
- Village which is 50% self-sufficient regarding its development budget.

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- Village which is 25% self-sufficient regarding its development budget.

Completion dates and directives on the implementation of projects will be issued later.

The choice of Village Self-Development priority projects for 1972 will be accomplished in conjunction with drafting the Village Project Priority Lists for 1972. (Appendix L describes the development program of the provinces, cities, and autonomous cities supported by the National Fund for Local Development and the Province Development Fund.)

G. VSD Program in Montagnard Villages.

1. Each Village will be assigned at least one SON THON RD (STRD) Cadre to assist the Village Chief in implementing the VSD Program. This STRD Cadre will organize the publicity of the Program, fill out the "Survey of Demands and application for Admission to PCAGs" Form, help PCAGs select their leaders, organize the Village General Assembly, assist PCAGs in implementing their projects, and establish administrative forms.
2. The DEM Service Chief joins the Province Mobile Delegation to participate with the Village General Assembly to estimate expenditures and review projects on the spot.
 - a. Public interest projects should involve participation of many PCAG members.
 - b. Income generating projects will not be reviewed, except for those projects for the cultivation of miracle rice, when the PPDC approves the project and the Provincial Agriculture Service provides technical assistance.
 - c. The contribution to public interest projects by the Montagnards will be based on the capability of each locality. Province PD Councils will establish the contribution after consultation with the Province Council and DEM Service.
3. Capable villages which desire to carry out income producing projects under the PD Credit Program must get approval from the Province PD Council, after consultation with the Province Council and DEM Service.

H. Task Assignments.

1. Province.
 - a. The Province organizes Seminars every three months under the chairmanship of the Province Chief, concurrently Province PD Council Chairman, or his representative. Participants in those Seminars include Province Council representatives, the Manager of the Province in-service Training Center, Chiefs of Services, Province Cadre, Control Chief, District Chiefs, Deputy District Chiefs for Administration, and Chief of the Province P&D Coordination Center.
 - b. The Province organizes mobile delegations headed by the Province Chief or Province Deputy Chief for Administration, and composed of the Service Chiefs concerned, to visit districts and villages for on-the-spot and speedy

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review and examination of projects. Also, the Province forms teams of specialists in administration, finance, and technology to help PCAGs implement projects.

- c. The Province makes complete dissemination of recording forms down to Villages in order to help PCAGs make detailed statements of project accounts.
- d. The Province invites Province Councillors to attend seminars and Village General Assemblies, and join Province PD delegations to go to Villages and Hamlets and supervise the implementation of the VSD program or to accept completed works.

2. District.

- a. District Authorities should monitor and observe Village General Assemblies.
- b. The District advises the Village Councils when the latter meet with difficulties. (Example; during debates on Projects competing for limited materials or funds.)
- c. The District advises the Village Administrative Committee on financial procedures and technical dossiers of projects.
- d. The District supervises the Villages in establishing and keeping bulletin boards current in publicizing projects, funds, and materials.
- e. The District, if so delegated by Province, will guide the Province Acceptance Committee in-accepting completed projects.

3. Village.

- a. The Village executes its plan based on those four phases mentioned in Paragraph E. 1. above.
- b. The Village assists PCAGs in preparing their internal regulations.
- c. The Village establishes, and keeps current, bulletin boards for the publicity of projects, funds and materials.
- d. The village asks the Province for technical assistance and technicians.
- e. The Village guides PCAGs in the maintenance and repair of farm-machines and tending and curing sick domestic animals, if requested by the PCAGs.

I. Financial Procedures.

- 1. VSD program funds will go to the Village budget, under the "Self-Development" Title (in replacement of old Title II, Casual Receipts and Casual Expenditures) for the purpose of increasing the village government power, encouraging the people to participate more actively in the program, and creating conditions where the Village budget supports a portion of the VSD Program.

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2. Upon receipt of the MORD Postal Message allocating funds, the PD Council will immediately allocate all these funds to villages.
 3. Receipts and expenditures under "Self-Development" Title 2 will be applied in conformity with the procedures for execution of the Village budget, except for a number of special regulations mentioned in Circular 181-TT/Th. T/PC214, Prime Ministry, 21 October 1970.
 4. Public interest projects must be carried out through direct state-control or community development procedures. It is absolutely forbidden to carry them out under contracts. If technical capabilities are lacking, the PCAG can hire construction specialists to guide implementation of projects. In the case of important projects, the PCAG can request the Province (through Village channels) to assign the implementation of these projects to the technical Services concerned. However, the liquidation of expenditures for these projects is still the responsibility of the Village. Should these technical Services run short of specialized personnel, PCAGs can hire technicians introduced by the Province.
- J. In 1971, VSD programs will no longer be provided such materials as roofing sheets and rebar, free of charge. PCAGs must procure those materials with funds reserved for authorized projects.
- K. Inspection.

Central, Province, and District authorities are responsible for regularly inspecting, supervising, and monitoring the implementation of VSD Programs. However, they must not directly participate in the initiation of projects. The presence of Province Councillors in these Inspection Delegations is encouraged.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

Appendix A: Urban Program

I. GENERAL.

In the recent years, the population of urban areas has increased rapidly and now encompasses about 40% of the national population.

Village inhabitants migrated to the cities because of the unstable situation in the rural areas and the attraction of employment in war related industry due to the presence of the allied armies.

Many urban areas grew up around military barracks and military bases. There is not an accurate census of the population in these urban areas. However, it is obvious that the population of urban areas continues to steadily increase even though the Pacification and Development Program restored security to nearly all the rural areas. The permanent resettlement and return-to-village programs have eased the situation of many people who heretofore went to the city as temporary refugees.

This situation has created many unsolved problems for the government. People are crowded together in dark, rat-nest like slums that do not meet the basic standards of sanitation and convenience. The agencies established to meet the requirements of the previous population are inadequate to satisfy the requirements of the present dense population.

The dense urban population includes many varied elements. Hooligans, gangsters, and armed robbers are increasing in number, and good morals are being violated, the result being that the maintenance of public order is extremely difficult. This is not to mention the increased enemy opportunity to infiltrate underground cadre for the purpose of disrupting the public security and spreading propaganda to create dissension and confusion among these inhabitants. Moreover, the increased cost of living and the reduction of available work in some urban areas have added to the difficulties of urban people in making a living.

Although local authorities have made great efforts to properly manage administration and to supply services in urban areas, the increased efforts are still not adequate to meet increased requirements. Moreover, the urban area communities lack the collective identities similar to the rural community. Social organizations in urban areas tend to be amorphous, people tend to go their own way, and the spirit of community cooperation has not developed. The cooperative spirit which existed in and dominated rural life must be popularized in urban areas through cultural, religious, economic relationships, etc. - in order to help inhabitants in urban areas to be conscious of their duty to their own community and to encourage them to participate in the common activities for improvement of community life.

This, then is the situation which the government and the people must endeavor to solve within the framework of a common urban policy, for which the 1971 Plan provides the opening phase.

IV-A-1

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II. CONCEPT.

The main concept aims at solving the difficulties of and satisfying the special requirements for the urban areas. This involves a special coordination of activities among the ministries of the central government as well as among the agencies in the field.

Moreover, it still is necessary that elected bodies, supported by the active participation of notables, specialists, as well as leaders of other groups, private associations, or individuals who are concerned about the urban areas, closely coordinate in the local areas.

In keeping with the foregoing, a committee chaired by the Prime Minister or his representative, with special responsibility for urban programs will be established in the central government under the Central Pacification and Development Council and at the provinces within the framework of the Province Council and the Province P&D Council. At the phuong and khu pho levels, committees representing the people also will be organized to be responsible for development programs in the communities concerned.

Along with the improvements in organization, special emphasis must be given to the building of a strong spirit of community cooperation among the various strata of urban society and to the proper application of law since it governs so many aspects of urban life. Thus, every man will be aware of his responsibilities to the community and participate in improving the common welfare.

III. IMPLEMENTATION.

The problems of urban areas can only be solved on a long-term basis. Within the narrow and short-range perimeter of the 1971 Community Defense and Local Development Plan, programs must necessarily be limited to urgent priority tasks to attain the three objectives of self-defense, self-government, and self-development. These programs must be implemented within the capabilities of the budget by city authorities, with contributions from the people.

A. Self-Defense.

The Steering Directive 081, 23 October 1970 of the President of Republic of Vietnam emphasized that the priority task of the Urban Development Program is to effectively insure security, public order, and respect for the law.

The National Police is the agency primarily responsible for maintenance of security and public order in Urban Areas. Normally, the National Police is under the operational authority of urban administrative authorities, but in emergency cases, the National Police will be under the unified command of the area military commander.

All of the National Police (Uniformed Police, Special Police, and Police Field Forces) must be closely coordinated with defense forces such as the Popular Forces, the Regional Forces, Main Forces, and especially with the People's Self Defense Forces, in order to maintain security and public order in Urban Areas.

National Police, in coordination with friendly forces, will regularly control and classify the people by conducting police operations to detect communist elements infiltrating into the urban areas for the purpose of sabotage, terrorism or propaganda. These operations must be organized so as to avoid interfering with and antagonizing the people.

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Priority for establishment of National Police sub-stations is given to the border precincts (6, 7, 8, 9, and 11) of the Prefecture, and to the border quarters of autonomous cities and urban villages.

The program to issue ID cards to people in urban areas (Prefecture, autonomous cities, and urban villages) must be completed 100% during 1971. The inter-family system must be consolidated and strengthened. Family books must be continuously up-dated.

Organize regular check points on roads and waterways leading into urban areas to prevent the transfer of war equipment and infiltration of dangerous elements into the urban areas.

Review curfew hours in the Prefecture and cities, with a view toward reduction when the security situation permits.

The Phung Hoang Program will be emphasized in wards, sub-wards, street quarters, and urban villages in order to neutralize the VCI.

The PSDF is the key element in organizing the people's intelligence net which aims at detection and identification of elements dangerous to urban security. Every PSDF inter-team, regular combat and key-interteam, will have at least one member trained in intelligence operations.

PSDF will also actively support the Chieu Hoi program in the task of contacting those people who have relatives in the Vietcong in order to persuade them to convince their relatives to rally.

During 1971, the security forces must determine to enforce the law strictly, to implement punishment measures properly and to apply necessary sanctions toward violations concerning public order such as illegal occupation of land, illegal construction, violation of traffic regulations, public sanitation, and violation of regulations, all of which disrupt the otherwise normal lives of urban people. Robbery, hooliganism, and indecent behaviour must be forcefully eliminated.

Campaigns for maintenance of public order must be continuously organized. The goal for 1971 as compared to 1970 is to reduce by at least 50% the number of all types of violations in the urban areas.

In conjunction with the application of sanctions, education in and publicity of the principles of traffic regulations, construction standards, and public sanitation will be improved and coordinated by competent authorities.

B. Self Government.

1. Establishment of a committee responsible for urban programs.
 - a. To coordinate the urban area programs which have previously been handled piece-meal, a committee directly subordinate to the Central Pacification and Development Council will be formed. It will include the ministries concerned with urban area programs such as the Ministry of Interior, Ministry of Information, Ministry of Rural Development, Ministry of Social Welfare, Ministry of Public Health, Ministry of Public Works and Ministry

UNCLASSIFIED

UNCLASSIFIED

of Finance, all under the chairmanship of the Prime Minister or his competent representative.

The committee shall be responsible for:

- Studying and recommending the long term and short-term methods and plans for development of urban areas to the Central Pacification and Development Council.
- Studying and recommending financial support procedures and implementation of the projects of the urban area development programs.
- Tasking of ministries and concerned agencies.
- Supervising, inspecting, and monitoring the implementation of projects of urban area development programs.
- Guiding urban area authorities in establishing the local development programs.

- b. In the provinces, a similar committee chaired by the Province Chief will be formed directly subordinate to the Provincial Pacification and Development Council. It will include the concerned chiefs of technical services in its membership. It will plan, execute the programs, and submit recommendations to the Central Pacification and Development Council concerning urban area development.

Along with establishing province-level government committees with urban responsibilities, it also is necessary to organize committees within the framework of province councils. Meetings of such councils will be expanded by inviting specialists and other private individuals interested in urban affairs to participate.

- c. At the phuong level in the prefecture and the khu pho level in the autonomous cities, there are no elective councils equivalent to the village or province councils. Nevertheless, urban committees must also be established here. They should be elected by people's assemblies and be responsible for development programs in the community concerned.
- d. The committees responsible for the above-mentioned echelons may be further divided into sub-committees responsible for specific areas of activity.
- e. Where several urban villages are contiguous and pending the creation of a municipal or unified village government, the chiefs of the villages concerned will be formed into an unofficial urban council to coordinate the affairs and programs that affect all of the villages in general. The chief of the village which has the largest locally generated budget will chair the council. Each member will be assigned a functional area of responsibility, such as public works, water, sanitation, education, traffic control, etc., that represents a particular pressing problem in the urban area. That member would then form an advisory committee of leading citizens to provide advice in that particular area. The elected member would act as chairman. The advisory committee would provide recommendations for resolution of the assigned

UNCLASSIFIED

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problem to the official councilman who then would submit them to the over-all urban council for action.

2. Determination of an urban village.

In the present organization of local administration, urban areas are authorized to have juridical status and are officially recognized by the government as the Prefecture and as autonomous cities such as Da Nang, Da Lat, Hue, Cam Ranh, Vung Tau, Qui Nhon, My Tho, Can Tho, Nha Trang, and Rach Gia.

In addition to the Capital and the autonomous cities that have been established, there are a number of other urban areas. Most of these areas are villages which are Province Capitals or District Towns. These areas do not yet meet the requirements for establishment as a city, but their activities and requirements are very different from those of rural villages. The former are called urban villages.

Criteria to define an urban village are as prescribed below:

- a. With the population of 20,000 people or over and with a high density of no less than 100 persons per hectare.
- b. Commercial and industrial activities play an essential role in the local economy.
- c. Most inhabitants earn their living by salaried income obtained primarily from commercial, handicraft, and industrial activities or from supplying services not related to agricultural production.
- d. Urban Villages must have a completely self-supporting budget or must be near to establishing a self supporting budget in the near future.

The Ministry of Interior will use the above mentioned criteria to guide the provinces in the determination of the villages that meet the required conditions. Urban Villages will be recognized in a decision issued by the Province Chief and reported to the CPDC prior to 1 April 1971.

In determining urban villages, in cases where the urban area includes several villages, the Ministry of Interior must study boundary alignment to determine if those villages could be annexed into an urban village, and at the same time, separate land that is rural in character in order to annex it into neighboring rural villages.

3. Urban Administration.

During 1971, as needed to meet development requirements, the Ministry of Interior will improve and reorganize the present municipal administrative organization, offices, precincts, phuongs and khu phos. Reorganization should aim for unification of command, creation of the spirit of community cooperation and democratization of administrative organizations in urban area.

The Ministry of Interior and Ministry of Defense will coordinate to re-examine the military obligations of ward, sub-ward, and street-quarter officials. In the

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UNCLASSIFIED

present situation, recognizing the continuously increasing official requirements to resolve urgent problems, personnel vacancies in the administrative structure will be no small problem for urban area development.

With a view to resolving the personnel problem for urban administrations during 1971, the military obligation of ward and sub-ward officials in the Prefecture and street-quarter officials in the autonomous Cities will also be re-examined in order that these officials may enjoy draft deferred status similar to that of village and hamlet officials, or at least may be detached after a training period in a military training center.

The Ministry of Interior also will study the authorized personnel strengths of the wards and street-quarters, increase the number of cadre assigned to urban villages and organize training for the above mentioned officials in order to meet the special requirements of urban areas.

Ministry of Rural Development also will re-examine the urban area cadre program and improve training appropriate to the special requirements of urban areas.

The Ministry of Finance will apply appropriate tax measures to increase the resources of the Prefecture, autonomous cities, and urban villages in order to meet their development requirements. Taxation is a basic necessity not only to satisfy revenue requirements, but also to encourage the proper use of land area in urban areas.

Moreover, the Ministry of Interior will coordinate with the National Institute of Statistics to expedite the taking of an accurate census of population in autonomous cities and the Prefecture for the purpose of obtaining essential data as a basis for planning the urban development program. At the same time, the Ministry of Labor also will investigate unemployment that may occur during the transition phase when jobs dependent on the presence of allied forces are no longer available.

4. Urban Information.

Due to the complicated nature of the problem and the heterogeneous nature of the urban population, in comparison to the rural people, the Ministry of Information must have a special information program for urban areas.

In order to be effective, the information program in urban areas must assess and develop special programs for each target audience: undergraduates, students, civil servants, individuals, laborers, ex-service men, war victims, etc..

In addition to providing general publicity and an explanation of national policy, the information program must focus on supporting the special needs of urban areas such as improvement of traffic circulation, public sanitation, maintenance of security and order, creation of a spirit of community cooperation, etc.

Information cadre operating in urban areas must be selected from among cadre who have good educational backgrounds, are well trained, are capable of persuading others, and especially have an unshakable faith in the national cause and programs of the government.

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UNCLASSIFIED

Television and radio broadcasting facilities must be exploited to popularize the national cause and achievement of government programs. In this regard, the information program must be well arranged and skillfully executed to increase its efficiency and be attractive to the people. Parallel to the activities of the Ministry of Information, other government ministries also must have their own information and publicity program.

C. Urban Self-Development.

1. Preparation of a city zoning map.

In developing urban areas, a prerequisite condition is to establish the zoning maps and renovation plans for the urban areas concerned. In the present situation, the Directorate General of Reconstruction and Urban Planning is not yet adequately staffed with specialists nor does it have the means and data essential for preparing the zoning maps as defined.

During 1971, all of the recognized urban areas must have at least one zoning map, which will designate the administrative and commercial areas, open areas, public parks, building land, etc., in order to guide local authorities and the people in the use of land within urban areas.

2. Improvement of traffic circulation.

The 1971 short-term program will focus on improvement of traffic circulation in urban areas, especially in Saigon. The tasks will include:

- Clearing the walks that should be reserved for pedestrians.
- Clear all obstacles from roadbeds.
- Maintain all roads in urban areas by patching and leveling 100% of the roadbeds.
- Widen roadbeds where possible.
- Plan to construct belt roads to reduce the traffic volume circulating through the urban area.
- Improve and strengthen the public transportation system - re-establish the bus network in Saigon.

3. Provide increased public utilities.

Expand the electrical power system so as to raise the power output 50% in Saigon and 100% in urban villages. (Province capitals and District towns.)

Increase the water supply volume by construction and renovation of water plants, pumping stations, reservoirs, improve the water mains, and dig wells in some cities and urban villages. Particularly in Saigon and Gia Dinh province, the Saigon water plant will install 20,000 more water meters and will increase water volume from 370,000 m3 per day up to 400,000 m3 per day and will simultaneously dig two wells for supplying water to the areas remote from the water system.

UNCLASSIFIED

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4. Housing Development.

Presently, the budget of the Director General of Housing is small. During 1971 this office can administratively support loans of about VN\$150,000,000 to the Civil Servant's Cooperative for construction and lend about VN\$350,000,000 to local areas for construction of Civil Servant's dwelling quarters (estimated from 700 to 1,000 housing units).

Particularly in Saigon, the Director General of Housing will accomplish the construction of 2,390 housing units in Vinn Hoi, Cong Ly, Yen Do, Thanh Da, Tan Qui Dong and Phu Tho Hoa.

In Nha Trang, the Director General of Housing plans to complete the Cho Dam Area reconstruction program including two,312 housing units.

Housing problems in the urban areas can be met only through active investment by private organizations. Therefore the establishment of housing banks or other private financial institutions should be encouraged for the purpose of investing into the construction of housing units for laborers and other lower income people in urban areas.

5. Public Health and Sanitation Improvement.

Because people are crowded in the narrow, muddy lots which lack the basic conveniences, public sanitation in some urban areas is very poor. To attack this problem, the following priority tasks are necessary:

- Clear drainage sewers to drain puddles from the roads and install drainage sewer systems in other areas.
- Resolve the problem of garbage disposal by improving garbage collection and destruction of garbage by compelling the people to possess trash cans.
- Construct public toilets in populated areas and eliminate toilets which have been built on river banks.
- Improve the sanitation situation in restaurants and give attention to testing the purity of potable water supplied in urban areas.
- Prevent infectious diseases by mounting large scale immunization campaigns for the people as well as in institutions such as schools and orphanages.
- Improve sanitary conditions in alley ways through self development projects.

6. Strengthen government services (education, public health, social welfare).

Presently, most of the urban areas are incapable of meeting the tremendous requirements of government public services for the people.

- Therefore, during 1971, city authorities should re-examine the establishment and improvement of:

- Schools, adult education classes, libraries.

UNCLASSIFIED

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- Hospitals, dispensaries.
- Day nurseries, homes for the aged, poor houses, low cost restaurants.
- Parks, stadiums.

In particular, the Ministry of Social Welfare will coordinate with local authorities to give priority to solving the problem of beggars, especially leprous beggars, scattered about the urban areas.

7. Building community spirit.

In order that the people living in urban areas have an opportunity for group activities and development of a spirit of community cooperation which is considered one of the most necessary elements in construction and development, local authorities will encourage and create convenient opportunities for the people to regularly meet, to discuss, and to execute public interest projects for the urban community.

With the purpose of creating a spirit of community cooperation among all strata of people in urban areas, the following programs will be implemented:

a. People's organizations.

Due to the heterogeneous nature of the people in urban areas, the spirit of community cooperation has not been developed by association, as in native villages, occupations, educational background, or social class. Therefore, the most important factor in developing a spirit of cooperation is to encourage and support the development of private organizations and associations among those who pursue a common goal which includes occupational organizations, youth associations, sport clubs, Parent's and Teacher's/Students Associations, Charities, and friendship associations.

These private organizations naturally will be assisted only to help all the people, not to assist a political party or special interest group.

In the activities of organizations, sports play an important role because it is the most simple, popular activity in which all strata of people may take part. The Director of Youth, therefore, must actively support the Youth Sports Program in schools and PSDF ranks as well as in urban areas by providing sports facilities, detachment of sports specialists, and technical guidance.

The Director General of Youth also will encourage the sports associations and youth groups to develop their own organizations and maintain continuous activity to promote the spirit of community cooperation.

Community activity camps should be established in areas with many laborers to partly assist in the ward and sub-ward renovation program, to carry out public sanitation tasks, and to create community awareness.

In addition, there must be regularly organized entertainment programs for youth, such as sports tournaments, musical performances, etc. . . . to better the life of the young in urban areas.

UNCLASSIFIED

UNCLASSIFIED

b. Community Centers.

The community center program aims at guiding people in creating a spirit of unity, independence, and self-government.

During 1970, a fund has been allotted by the Ministry of Social Welfare for establishment of 40 community centers throughout the country; Saigon has 15.

The Community Center Program is still new to people so it is not yet well developed. In 1971, the Ministry of Social Welfare will focus on the task of supporting the operations of the established community centers as well as those under construction. Where a community center is desired, the building costs of this community center will be borne by the locality in question; the Ministry of Social Welfare will provide only the operating funds.

c. Urban Area Self Development Program.

The Urban Area Self Development Program is designed to motivate the people to participate in the People's Common Activities Groups (PCAGS) to implement projects according to their aspirations and for development of the spirit of community cooperation among urban inhabitants and between urban inhabitants and the government.

The Capital, city, and province Pacification and Development Councils will forward to the Ministry of Rural Development the ward, sub-ward, street-quarter, and urban village requests for funds based on population (excluding people living on waterways). Each ward, sub-ward, street-quarter, and village will be allocated at least VN\$ 400,000. If the population density is over 2,500, they will be allotted VN\$ 50,000 for every 500 additional inhabitants.

In the phuongs, khu phos, and urban villages with over 50,000 population, self-development projects include one type, that is, public interest projects under VN\$300,000. Urban villages from 20,000 to 50,000 population will use the same procedures as for the VSD program (Appendix M VSD Program). In principle, the people's contribution for the project and the Government's subsidy must be equal. However, the percentage of the people's contribution may be adjusted by the Pacification and Development Councils of the Prefecture, Provinces, and Cities in accordance with the capability of the people in a given urban area to contribute.

In addition to the funds allocated for the urban self-development program, urban development efforts also are supported by the National Fund for Local Development and the Province/Municipal Development Fund. (See Appendix L, Development Programs for the Province, Prefecture, and Cities.)

UNCLASSIFIED

UNCLASSIFIED

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

Appendix B: Ethnic Minorities

I. GENERAL. In general, the policy of the Government with respect to the Montagnard population is defined in Decree 33/67 dated 29 August 1967, and based on Articles 2 and 24 of the Constitution of the Republic of Vietnam. The Government recognizes that the Montagnard areas are strategically vital to the Nation and that the population in those areas has made significant sacrifices and contributions during the war to protect the national community.

The nation is aware of the contribution of its Montagnards. The fact that the area and the people are underdeveloped is a consequence of both history and a geographic position appropriate for enemy activity. Neither the Montagnard people nor the Vietnamese can be blamed for the present conditions in the area.

However, both the Montagnards and the Vietnamese are in a position to bring about improvements in the livelihood of the Montagnards and development of the area. The assets exist, and both the Montagnards and the Vietnamese have the good will. The purpose of this plan is to create a new progressive desire in the Montagnards in order that they together with the Government and the Vietnamese may successfully develop the Montagnard area.

There are special development problems in the highlands and motivating the Montagnard people to fully participate in the political, social, and economic activities of the National Vietnamese community will require many changes. Therefore, it is essential to prepare special programs which include all aspects of the social, political, and economic life of the Montagnard people. These programs (which appear as TABS to this appendix) are compatible with the overall plan for the Nation, but they contain special provisions, special instructions, and are based on special considerations which apply in the Montagnard areas. They should be read within the framework of the entire National Plan, to include all Appendices, because the program for development of Ethnic Minorities is only a supplement to the National Plan and is concerned only with a particular area.

The Ministry for the Development of Ethnic Minorities is charged with responsibility for the execution of this plan. However, almost every Ministry in the Government and many of its agencies of the CPDC have a support role to play in the execution of the plan. These support roles of the ministries and agencies will be performed in coordination with the Ministry for the Development of Ethnic Minorities in implementation of the programs devised for the Ethnic Minorities.

II. CONCEPT.

The preparation of the various programs relating to the Montagnards requires a careful review of the assets available. There are sufficient documents and data regarding the customs and characteristics of the Montagnard tribes as well as references that pertain to the geography of the areas. The government has the technical capability and means to exploit existing resources. However, close coordination between concerned ministries is essential for those programs reserved for ethnic minorities and the use of available resources must be appropriate to local characteristics.

The programs allocated with this special plan must be implemented after approval with

IV-B-1

UNCLASSIFIED

UNCLASSIFIED

sufficient personnel and a method of operation that insures completion during 1971. It is possible that some tasks will not be completed during 1971, but in any event a start must have been made on them during the year. The implementation of specified tasks will surely bring much progress to the Montagnard area and this progress will in turn erase misunderstandings and induce the Ethnic Minorities' return to the National Government.

This special plan also provides for the mobilization of the Montagnards as well as their participation in other tasks. Montagnards will begin participating in all the activities of the national community and from this attain support from the central government.

III. IMPLEMENTATION.

The theme of all the objectives in this appendix is that the main effort to be made initially is to eliminate the indifference and misunderstanding with respect to the Montagnard people.

The Government Ministries, Services and personnel have an opportunity to participate in the activities of this significant element of the population. These activities have both a military and economic strategic value. These areas of activities are:

Tab 1. Village and Hamlet Administration

Tab 2. Village Self Development

Tab 3. People's Self Defense Forces

Tab 4. People's Information

Tab 5. Public Health

Tab 6. Education

Tab 7. Social Welfare

Tab 8. Economic Activity

Tab 9. Survey of Montagnard Lands

A. TASKING.

1. Responsibility for achieving all the above objectives exceeds the capability of any one Ministry. Even though an objective may fall within the special area of expertise of a given Ministry, it can achieve little without cooperation and coordination with other Ministries. Therefore, accomplishment of the objectives in this Appendix will require the close coordination of other Ministries. The other Ministries that relate to this plan include:

Ministry of Interior (Tabs 1, 3)

Ministry of Rural Development (Tab 2)

Ministry of Information (Tab 4)

Ministries of Health, Education, Social Welfare & Economics (Tabs 5, 6, 7, 8)

Ministry of Land Reform, Agriculture, Fishing Development (Tab 9), (See also other TABS of other Ministries).

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UNCLASSIFIED

2. Because language, customs, and culture in the Montagnard areas are different from those found in other parts of Vietnam, there is a need to execute the majority of the tasks in this plan using Montagnard personnel. In this sense, the Ministry for the Development of Ethnic Minorities has a primary responsibility for insuring that our most important asset, people, are used to their capacity and receive training to increase their competence. The National Montagnard Training Center at Pleiku and the Son Thon Cadre Program are critical to fulfillment of this responsibility. The Center and Cadre Program must be well managed, supported, and unhampered by bureaucratic red tape and harassment. The Ministry for the Development of Ethnic Minorities must solve these problems as initial tasks.
3. All of the objectives contained in this appendix have been coordinated with those other Ministries and Agencies concerned. The various tasks set out in this plan must be clear so that close coordination of planning and implementation of specific programs can be effective. The Ministry for the Development of Ethnic Minorities with the support of the Central Pacification & Development Council is responsible for organizing other Ministries for drafting various programs for implementation of the plan.

B. PLANNING.

Supplementary plans for specific tasks must be implemented at the National, Regional, and Provincial levels. This Appendix regarding Ethnic Minorities will be forwarded to the concerned provinces in order that the Province Chief, based on this, will be ready to implement a provincial plan in such a way as to satisfy local requirements.

IV. REPORTS.

The various organizations of the Ministry for the Development of Ethnic Minorities are responsible for reporting on the tasks to be executed in the provinces. These reports will include information about the effectiveness of work being performed by other provincial services on the tasks performed in coordination with the Ministry of Ethnic Minorities. Other Ministries must require reports from their subordinate agencies on the specific tasks relating to the Montagnards, and will include information on results accruing from coordination with the Ministry for the Development of Ethnic Minorities.

Province Chiefs will be required to report to the Central Government their observations on the work of the various provincial services operating in the Montagnard areas. Ministries will submit reports to the Central Pacification & Development Council. In cooperation with the Ministry for the Development of Ethnic Minorities, the Central Pacification & Development will hold a monthly meeting to consider the various progress reports. The Central Pacification & Development Council also will be responsible for preparing a quarterly report to the Prime Minister and the President on progress toward the achievement of the various tasks.

UNCLASSIFIED

UNCLASSIFIED

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 1: Village and Hamlet Administration, to Appendix B: Ethnic Minorities.

A. OBJECTIVE.

Develop administrative competence in Montagnard villages and hamlets so that as a result of improved government the people will want to participate fully in the political life of Vietnam, which is the objective of Ethnic Minority activity in 1971.

B. ASSETS.

There are four assets available to the Ministry to assist it in accomplishing tasks related to this objective:

1. The village organization as defined by Statute 45.
2. There are between 1,730 and 2,100 village officials and approximately 4,000 elected hamlet officials working in 250 - 300 villages and 1,300 hamlets.
3. The means exist for training all key village and hamlet officials in 1971.
4. There are Son Thon Cadre teams available for assignment to each Montagnard and Cham village.

C. PROBLEMS.

There are a variety of problems confronting the Vietnamese in the development of administrative competence in Montagnard villages and hamlets. The single most important problem is the pervasive illiteracy among village and hamlet officials. In addition, the idea of administration through a village organization is new to the Montagnard areas where traditional government was accomplished by each hamlet; neither the officials nor the people fully understand village government and as a result, there is a lack of community spirit and an indifference to government efforts at improving the livelihood of the people. In all cases, there is a lack of competence among village and hamlet officials because they don't know how to do their work. For many, the existing procedures prescribed by Statute 45 and procedures for recording birth, deaths and issuing certificates are beyond their comprehension. As a result, there are frequent cases of district and province officials imposing their will on, and exploiting, the village and hamlet population for personal gain, particularly in the area of development projects. This imposition of will by higher officials is creating distrust among the people and prevents them from exercising self-determination. Because of indifference and the lack of economic and agricultural development as well as a general lack of education among the people, they are the victims of superstition and alcoholism, which is endemic among the people.

In the area of security, although territorial security has improved, most Montagnard villages have poor security systems and would be unable to adequately defend themselves against a surprise attack. Furthermore, hamlet to village communications and

IV-B-1-1

UNCLASSIFIED

UNCLASSIFIED

village to district communications are so poor that it is difficult for the hamlets and villages to get the support they need in the event of attack. Finally, an indifference has developed among the people because there is little being done by way of land management in the area, to say nothing of land reform. In the last few years many villages have been moved from their original home site with no real thought given to the problem of apportioning new lands to the refugees. At the same time, this movement of population is often done in the planting season, which means the harvest is completely lost.

D. TASKS.

Not all of the problems outlined above can be solved in 1971. However, the accomplishment of the following tasks will tend to alleviate many of them and will reestablish interest of the population in their own government at the hamlet and village level and awaken them to the importance of Province and National government.

1. The Ministry for the Development of Ethnic Minorities together with the Ministry of Interior and the Central Pacification Council will simplify the procedures set forth in Statute 45 and other administrative procedures so that they can be comprehended and applied by Montagnard village and hamlet chiefs.
2. The following village and hamlet officials will be trained at the National Montagnard Training Center at Pleiku:

District Chiefs	60
Village Chiefs and Deputies	600
Hamlet Chiefs	1,300
Deputy Hamlet Chiefs for PSDF	1,300
Village Finance Commissioners	300
Village Information Commissioners	300
Village Education Commissioners	300
Village Health and Welfare Commissioners	300
Village Police	600

3. While in training, Village and Hamlet officials will be given literacy training. This training will continue in the village and hamlet with the assistance of the Son Thon Cadre groups.
4. In addition to elected village and hamlet chiefs and officials, Son Thon Cadre Group leaders will receive village and hamlet administrative training at Pleiku.
5. Because a part of the difficulty in Montagnard villages is the tendency to select the most powerful, perhaps not the most competent, person to be the village chief, there is a need for greater central government participation in village and hamlet elections to assure that the people are not being forced to select incompetent or corrupt leaders. Central government participation in village elections will be accomplished through Son Thon Cadre teams, with the Provincial Councils and the Province officials taking a direct interest in the elections to insure that the people's rights are protected. The Ministry for Ethnic Minorities and the Ministry of Interior, as a part of their inspection duties, will insure that elections are being conducted properly and fairly.
6. The Village Chief, with the assistance of the Son Thon Cadre, will encourage and guide young men and women with high intellectual standards to prepare themselves to run for office as a member of the village administrative committee so that this committee may work effectively.

UNCLASSIFIED

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7. Old men and tribal leaders will be encouraged by the village chief and the Son Thon Cadre to run for the village council.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 2: Village Self-Development, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

Use local resources and labor to improve living conditions in each hamlet and make it possible for each family to be self sufficient either through labor or agricultural/commercial activities.

B. ASSETS.

The Montagnard areas are rich in natural and agricultural resources. There is an ample amount of land and water power and most building materials suitable to the way of life in Montagnard hamlets are locally available. The Village Self Development Program needs to contain sufficient funds to assist the people in Montagnard areas and to establish procedures for obtaining materials that are not available locally.

In addition to being able to grow vegetables, the Montagnards grow fruit trees and are capable of growing commercial crops. The Montagnards also produce some livestock. In order to increase agricultural production, sufficient amounts of machinery and transportation must be available so that production can be immediately marketed at district and provincial marketing places.

The Montagnard population collectively possesses funds which can be used to invest in additional equipment. In addition, credit is available to the Montagnard population through Agricultural Development Banks. In nearly all Montagnard areas, the population can produce cloth and artifacts which find a ready market as handicrafts.

As a result of the war, a large number of Montagnard young men and women have acquired mechanical skills which are useful in the maintenance and operation of modern transportation and agricultural equipment. A number of small industries needing skilled labor are already established in the Montagnard areas, especially saw mills. There are a number of educational institutions, both public and private, which have the capacity to train additional Montagnards in modern skills; and there are Montagnard high school and primary school students who can qualify for the training. The National Montagnard Training Center at Pleiku has a staff that can educate key elements of the population in basic marketing and distribution and the Son Thon Cadre, Ethnic Minority Cadre, and High School students are available for training and assisting the general population in the hamlets.

C. PROBLEMS.

Only in the last 15 years have the Montagnard people been exposed to a modern way of life. The general population does not have a clear understanding of the value of land, money, and time in a modern context; many of them still count their wealth in terms of gongs and wine jugs. As a result the Montagnard population fails to be gainfully employed for two-thirds of the year and the lack of better utilization of time leads to indifference.

IV-B-2-1

UNCLASSIFIED

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Although most Montagnard areas are naturally rich, and food and cash crops can be raised in abundance, a tremendous amount of these capabilities are wasted as a result of superstitution, the lack of skill in maintaining modern equipment, the lack of understanding of cooperative endeavor, and the adherence to primitive techniques and practices in farming and raising livestock.

In addition, government resettlement policies in Montagnard areas create extensive waste of agricultural effort by moving elements of the population at the wrong time of the year.

Finally, unscrupulous merchants deliberately exploit the population by not paying a fair price for produce or by charging unreasonable prices for marketing services.

In recent years, the agricultural and veterinary services in the Montagnard areas have paid no attention to the agricultural potential of the Montagnard population and the agricultural experiment stations in the highlands have become inactive, so that much time, money, and energy is wasted through private experimentation with new varieties of agricultural products such as IR-8 rice which is only marginally successful in the Montagnard areas. Agricultural Development Banks are established in Montagnard areas but because the procedures are complicated and the banking personnel are indifferent to the needs of the Montagnard people, this source of Agricultural credit is not being fully used to improve conditions in the area.

Although the Village Self Development Program has been in existence for two years, the purposes and procedures of the program are not well understood in Montagnard villages. Because the people do not understand, they are easily victimized by unscrupulous officials at the Province and District level who abuse the procedures for their own profit and prevent genuine village participation in village self development.

In too many cases, these officials are responsible for importing expensive and unsuitable building materials and building designs into Montagnard areas rather than encouraging the people to make use of local resources and designs which are familiar to the Montagnard people.

Although technical training programs sponsored by various ministries and educational institutions serve a genuine need in introducing and making available modern skills to the Montagnards, the fact is ignored, that in most villages and hamlets traditional tools and equipment are used, and no training is given in the use of these tools and equipment.

D. TASKS.

1. The Ministry for Ethnic Minorities and the Ministry for Rural Development, together with the Ministry for Information will develop, coordinate, and implement an information program designed to fully inform the people about the Village Self Development Program. Province Chiefs will insure that the Village Self Development Program is fully and fairly applied in Montagnard Villages. Village Chiefs, Hamlet Chiefs, and the people will be encouraged to file formal complaints in cases where the program is misapplied or abused.
2. The Ministry of Education in coordination with the Ministry of Ethnic Minorities Education Coordinator, the Center for Industrial Development, and the Ministry of Agriculture will devise a realistic commercial course designed to teach Montagnard high school students the fundamentals of commercial and marketing activity.

UNCLASSIFIED

UNCLASSIFIED

3. Son Thon Economic Cadre in the Villages will be responsible for gathering information about prices in local markets and will be informed by the Ethnic Minority Service about prices in Provincial markets so that they can suggest to the population the prices they should charge for their marketable products.
4. Each Son Thon Cadre team, under the direction of the Son Thon Economic cadre, will establish a small retail store similar to a consumers' cooperative in each village for the purpose of stocking and selling miscellaneous products to the village population so that the village women will not be obliged to spend hours walking to population centers to purchase incidental items.
5. Son Thon Cadre, in cooperation with village and hamlet chiefs, will encourage the development of truck gardening among the village population.
6. The Pleiku Training Center will train 260 Son Thon Economic Cadre. The training will give particular emphasis to commercial and marketing activity and the establishment of commercial and agricultural cooperatives. In addition, the Pleiku center is responsible for instructing all trainees on the subject of cooperatives.
7. The Ethnic Minority Service in each province will coordinate closely with the Agricultural and Veterinary Services in the provinces to insure that these technical services provide the advice and services required to improve the quality of Montagnard agriculture and livestock. These services will be specifically charged with assisting the people to market their produce.
8. Resettlement of Montagnards will be held to a minimum; emphasis will be on moving security to the people, not the people to security. In any case, no Montagnard population will be moved during the growing and harvest season except in case of actual and major enemy incursions.
9. The Agricultural Development Banks in Montagnard areas will adopt simplified procedures as approved by the Central Banking Authorities to facilitate the extension of credit to Montagnard farmers, and Banking personnel will make a special effort at rendering assistance to the Montagnards so they can obtain the credit they require. The people have the right to register formal complaints against banks that are dilatory in this regard.
10. The Ministry of Finance will encourage the banking community to establish banks in Montagnard population centers so that the people have a secure place for saving money and earning interest.
11. The Ministry for Ethnic Minorities together with the Handicrafts Development Cooperative will establish a marketing procedure for Montagnard handicrafts and will stock Montagnard products in established Handicraft Stores in Vietnam. The Handicraft Corporation will be responsible for establishing standards of workmanship and quality for products offered for sale. The financial aspects of this operation will be under the control of and will conform to procedures established by the Handicraft Development Corporation.
12. The Directorate of Farm Machinery in the Ministry of Agriculture, in coordination with the Ministry of Ethnic Minorities, will select from Son Thon Cadre, Ethnic Minority Cadre and Montagnard Agricultural cadre, 50 personnel for training as agricultural machinery maintenance specialists in 1971. Special care will be taken

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to insure that by the end of 1971 each major tribal grouping and each province with large Montagnard population has native specialists who are equipped to handle the maintenance of farm machinery owned or operated by Montagnards.

13. Son Thon Cadre, village officials, and all other district and province officials who have responsibility for the Village Self Development Program, will insure that maximum use is made of locally available resources in the construction of village-self-help projects and will strive to design structures that are in keeping with the traditional building designs used by the Montagnards in the area as a means of preserving cultural traditions.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 3: People's Self Defense Force, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

There is a popular misconception that the People's Self Defense Force is a mercenary organization. The people must be convinced that PSDF is a voluntary grouping together of people in a hamlet and village to defend the village from attack and harassment by the enemy. Our objective is to overcome this misconception by providing the training and means necessary for effective self-defense.

B. ASSETS.

In 1971 there must be an effective information program among Montagnards to promote participation in People's Self Defense. There is a training facility at Pleiku where both orientation and detailed training can be given to village and hamlet officials and Son Thon Cadre in the techniques of People's Self Defense.

PF Training is conducted at the same training site and as a result, the PF soldiers, the village and hamlet officials, and the Son Thon Cadre will gain a better appreciation of the role and relationship of PF with People's Self Defense. There are already sufficient weapons to adequately arm the armed elements of the People's Self Defense Units in the Montagnard hamlets and villages and there is sufficient population in each Montagnard village to permit effective organization of a People's Self Defense Force in each village and hamlet.

C. PROBLEMS.

The fundamental difficulty with the People's Self Defense program in Montagnard areas is that, as a result of previous experience, the Montagnards have fallen into the habit of expecting pay for service of this type. They misconceive the Self Defense Unit as a mercenary organization rather than an integral part of the political, social, and economic life of the village. The problem of People's Self Defense in Montagnard areas is complicated by the fact that the hamlets in a village are widely dispersed and communications are difficult -- HT-1 radios usually used are inadequate for communications between the hamlets and the village.

Although progress is being made, there is a tendency on the part of self defense units to use static rather than mobile defense tactics in guarding the villages. Finally, although improvements are noted, there is a continuing tendency on the part of Province officials to look on RF and PF units as static units committed to guarding lines of communications and facilities. They fail to understand that, in addition and more importantly, these forces must be used to support the PSDF in protecting the population from harassment and attack.

D. TASKS.

In 1971, all village and hamlet officials and Son Thon Cadre will receive orientation training on the techniques of People's Self-Defense. In the case of Son Thon Military Cadre,

IV-B-3-1

UNCLASSIFIED

UNCLASSIFIED

260 of them will be given a full course in the subject; 1,250 Deputy Hamlet Chiefs for security will receive the same training. The course will be two weeks in length. The Pleiku Training Center is responsible for working with the II Corps Commander and his training element to develop a course suitable for Montagnard areas.

In the villages and hamlets, the Son Thon Military Cadre will be charged, in coordination with the Deputy Hamlet Chief in each Hamlet, with the training and command of People's Self Defense activities.

To popularize service in People's Self Defense units, the village chiefs and hamlet chiefs together with the Son Thon Military Cadre will organize weekly meetings of the population to motivate the people and encourage their participation and to inspect the weapons and equipment of People's Self Defense Units.

The Ethnic Minority Service in each province, in cooperation with the Ministry of Information Service and sector commanders, will develop information programs designed to explain and encourage service in People's Self Defense Units. As part of this effort, the Province Chiefs will be responsible for giving special recognition to outstanding individuals or units in the program.

In Montagnard High Schools and Boarding Schools, teachers and Boarding School managers, as a part of the overall indoctrination of students in civic responsibility, will promote the concepts of People's Self Defense. The students themselves should be organized into People's Self Defense Units to familiarize them with the techniques. The students will be encouraged to promote popular cooperation with the program in their home villages while on summer vacation periods.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 4: People's Information, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

People's Information program as it relates to the Montagnard population is to understand the people's aspirations and to insure that officials explain the government's policies and intentions with respect to the problems confronting the people, together with ensuring that the government knows what is being done to change the attitude of the people from indifference to positive support of the government.

B. ASSETS.

The government has at its disposal numerous assets which can be used to develop a more effective people's information program in Montagnard areas. These assets include 5,000 Son Thon Cadre, 400 Ethnic Minority Cadre, 1,000 High School students, 300 village information commissioners, and personnel capable of translating Vietnamese material into the various Montagnard dialects. There are radio stations that broadcast part-time in Montagnard dialects, television stations that can be received in the highland areas, printing facilities in Saigon and in the Ethnic Minority Services in the provinces, a magazine published by the Ministry for Ethnic Minorities; a military psychological warfare apparatus which has Montagnard officers and NCOs on its staff; culture/drama teams working for the Ministry of Ethnic Minorities, and a system for ascertaining and handling the people's complaints.

C. PROBLEMS.

The fundamental information problem is that the government is not taking full advantage of or coordinating the assets in hand. Although there is an ample number of personnel to carry out an effective information program, most of them are untrained or, in the case of the culture/drama teams, are not being used in their proper function. Facilities which could be used are not being used because officials are not properly indoctrinated and do not know how to proceed with information work. As a result, the people have no conception of what the Government's program is in their regard and they have no clear idea about why they should resist the Communist enemy. The people's indifference is compounded by the fact that they do not understand how to lodge their complaints with the government when injustices are done to them and as a result they have lost confidence in and are indifferent toward the government.

D. TASKS.

In 1971 the following tasks will be accomplished in an effort at resolving some of the problems.

1. The information section in the Ministry for Ethnic Minorities will be enlarged so that it can coordinate effectively with the Ministry of Information and Military PSYOPS in order to exploit existing assets. It will specifically be responsible for developing

IV-B-4-1

UNCLASSIFIED

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radio and television programs intended for the Montagnard people and it will assure that entertainment teams also participate in live entertainment in the provinces. The information section will also arrange visits by leaders and officials to Montagnard areas. It will insure that the publications printed by the Ministry of Ethnic Minorities contain articles in the various Montagnard dialects and that these publications are regularly printed and distributed to the villages and hamlets.

2. The following personnel will be trained at the National Montagnard Training Center at Pleiku in information techniques:

Son Thon Cadre	260
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Information Commissioners	260
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Ethnic Minority Cadre	50
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Montagnard Chieu Hoi Cadre	30
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Members of Drama Teams	40
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Chief of District Ethnic Minority Office 66

3. The Provincial Chieu Hoi and Information Services will coordinate with the Ethnic Minorities Service in translating and disseminating propaganda materials to Montagnard villages and hamlets, and in organizing meetings at Montagnard market places to disseminate propaganda and news.
4. The Ministry of Information will develop an indoctrination course for Montagnard high school students which will explain to them the intentions and policies of the government and provide them with explanations on why Communist policy and intentions are dangerous. The principals of Montagnard High Schools will be responsible for providing time in the high school schedule which can be used for instruction of the students. They will encourage the students to discuss these matters with their families and friends in their hamlets.
5. The Ministry for Ethnic Minorities in coordination with the Ministry for Information will publish a periodic guidance paper intended to orient and indoctrinate officials, both Vietnamese and Montagnard, working in Montagnard areas.
6. All village and hamlet officials and Son Thon Cadre who receive training at Pleiku will be instructed on the procedures to be used to insure that the people's complaints come to the attention of the proper authorities in the government and that the complaints are in proper form so that they can be expeditiously acted upon.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 5: Public Health, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

The objective of the Public Health Program in Montagnard areas is to overcome the indifference and superstitions of the majority of Montagnard People concerning disease and sanitation so they will be receptive to learning more advanced techniques and be responsive to government efforts to improve their health, and so that they themselves will take action to improve sanitation in their hamlets.

B. ASSETS.

There are already a number of Montagnard youth who have received training in public health courses which qualifies them to assist in the execution of public health programs in the Montagnard areas. Each Son Thon Cadre team has a member who is responsible for medical and health matters and who has received some training. There are medical technicians who have received training from the U.S. Special Forces and who have experience in basic medicine and in public health civic action activities. Each village has a Public Health Commissioner who will have responsibility for publicity and for guiding the people in matters related to sanitation and public health. In 1970, 50 home economics specialists from various minority groups were graduated from a home economics course. To date, most have not been employed. In 1970, 20 Son Thon Cadre received training in the Philippines as village workers and a part of their training included familiarization with hamlet sanitation techniques. In previous years a number of Montagnard personnel received training in Malaysia as health and nutrition technicians. Every province has classes for training of midwives and maternity workers, with each course reserving 10% of its spaces for ethnic minorities.

Each province has a number of mobile public health teams regularly visiting the people to examine them and to distribute medicine. It is most important to emphasize that the schools can impart a basic knowledge of public health to the students.

C. PROBLEMS.

An important problem relating to Public Health in Montagnard villages and hamlets is the indifference of the population to the development of public health and sanitation. Another problem is the treatment of and prevention of alcoholism. Still another aspect, no less important, is the improvement of hamlet and village health installations and the provision of sufficient equipment, personnel, and drugs on hand to help the people in emergencies. Management of these health installations also requires understanding of the terrain and customs of these people. For example, the local mobile health groups cannot cover the villages and hamlets in sufficient strength to meet requirements. Thus, few people have a basic knowledge of public health. They not only don't know how to solve health and sanitation problems, they also lack assets. There is a lack, for example, of public health stations or dispensaries in villages of predominantly Montagnard districts. In accordance with the government's health development program, information about

UNCLASSIFIED

UNCLASSIFIED

public health is not being effectively or adequately disseminated in Montagnard areas. The people have no understanding of the relationship between filth and disease and the danger of communicable diseases. Because there is little contact with outsiders, they fail to see the need for latrines.

One problem that needs attention is that province officials, because they fail to recognize that public health standards are extremely low among Montagnards, unwittingly contribute to a worsening of public health conditions in refugee resettlement areas by insisting that the people build their houses excessively close together.

D. TASKS.

1. During 1971, the National Montagnard Training Center at Pleiku, in coordination with the Ministry of Public Health, will develop a simplified training course for use in training 260 Son Thon Public Health Cadre and 260 Village Public Health Commissioners.
2. The Ministry for the Development of Ethnic Minorities will establish, at the Training Center, a Home Economics school which will be used to train female cadre in Home Economics. Outstanding graduates from the Home Economics Course completed in 1969 and 1970 in Saigon will be assigned as instructors at Pleiku. The balance of the Home Economics trainees will be assigned throughout Montagnard areas to assist village officials and cadre in training the population.
3. As a part of the 1971 information program, the Ministry of Ethnic Minorities in coordination with the Ministry of Information and the Ministry of Public Health will establish special information activities calculated to reduce the hold that superstition has on the population and to encourage eradication of alcoholism.
4. The Ministry of Ethnic Minorities will establish a Public Health section in the Ministry which will be responsible for coordinating the use of all public health personnel and assets with the Ministry of Public Health.
5. Both the Ministry of Public Health and the Ministry of Ethnic Minorities will assure that their respective services in the provinces are fully coordinating the use of assets. Specifically, the Ministry of Public Health must require that Public Health Teams visit each Montagnard village once every two weeks for the purpose of providing medication and to give additional training to health cadres in the villages.
6. Son Thon Cadre and Ethnic Minority Cadre working in the Montagnard hamlets will insure that the population constructs an adequate number of latrines and builds compost pits in each hamlet so that non-human waste and garbage can be recycled for use as fertilizer.
7. The Ministry of Education, in coordination with the Education section, the Public Health section in the Ministry of Ethnic Minorities and the Ministry of Public Health will work out a simplified public health course suitable for teaching in Montagnard High Schools. Boarding School Managers and teachers in high schools will be required to teach the course, and, through self-help projects, indoctrinate the students in public health practices. During their vacations, the students will be urged to promote Public Health practices in their villages.

UNCLASSIFIED

UNCLASSIFIED

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 6: Education, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

Increase the awareness of the people and train youth so that they understand the reasons for development and can participate in social and political life in such a way that they receive the benefits of such participation and make contributions to development without destroying their cultural foundations.

B. ASSETS.

The Montagnard population has access to a wide variety of educational institutions extending from the primary level to technical and university level. In addition to the institutions of formal education there are a number of training programs sponsored by the various ministries and agencies for which Montagnards can qualify. But the major training program is still being conducted at the National Montagnard Training Center in Pleiku which is designed to train Montagnards so that they can participate fully in the National Development process. In addition, there are opportunities for Montagnards to receive the benefits of overseas training and education. Education at the primary level in Montagnard dialects is a reality in the case of major Montagnard dialects and educational materials in other dialects are being prepared. There are a number of qualified teachers for teaching Montagnards at the primary level and some teachers qualified for teaching in High Schools. Each Montagnard village has some teachers and each village also has a Son Thon Cadre who has received special training in education. The majority of High School students are ready to make some contribution to educating the illiterate majority. The people have the benefit of the types of radio and TV sets usable in their areas. An increase in boarding school construction will help the Montagnard students to continue their higher education into the secondary school system without leaving their highland province.

C. PROBLEMS.

The most important problem in Montagnard areas is that the bulk of the population is illiterate. As a result, the youth are underdeveloped socially, politically or economically. Illiteracy breeds indifference among the adult population so that they do not encourage and often will not cooperate with efforts at educating their children. In addition to the illiteracy of the adult population, many of the children who begin school drop out after only a few years because of the difficulties they encounter in trying to learn in the Vietnamese language rather than their native language. The language problem is further complicated by the requirement that the children be taught a curriculum which has little relationship to their daily lives. As a result, although a child may complete primary school, because of many complicated problems, neither he nor his parents see any point in continuing on to higher education. For those who do wish to enter high school, the entrance requirements for higher education are frequently so strict, the competition so tough with other students who have had the benefit of better educational facilities and better teachers, and the number who can be accepted so limited, that practically speaking, only lucky students, with a good education under skillful teachers and with sufficient

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study supplies are accepted. Of course, the remainder are condemned to illiteracy. Arrete No. 382 GD/KHPC/HV7 works to the disadvantage of Montagnard students. It is not that they are lacking in intelligence, but they have the definite liability of having received an inferior education. The inferiority in Montagnard education begins with the teaching personnel assigned to Montagnard areas. Because these assignments are not desirable, there is a tendency to assign the less qualified or unsuccessful teachers. These teachers are not motivated, there is a high incidence of teacher absenteeism and the attitude of teachers impacts rapidly on the students. To compound the difficulty, there is a lack of teaching materials suitable for the Montagnard student, and the use of teaching materials in Montagnard dialects is only beginning as a means of introducing students to the educational process in the first three years of school. The school facilities themselves are either lacking or are in a miserable state of repair. Aside from the educational institutions, the Boarding Schools intended for Montagnard students studying in provincial and district towns are invariably in poor condition. Students staying at these schools are victimized by a corrupt management of the program so that they frequently have to exist on a sub-standard diet and contend with facilities that have been allowed to fall into disrepair. The result is that many students become ill and are forced to leave school or they become so demoralized that they decide to leave school. In neither the boarding facilities nor the schools is there a high degree of discipline, so that, although a student may have potential, he does not live under a regimen that will permit him to attain well in school. At the present time there is no good selection process for Montagnard students except the national examination system. Although means exist for determining in advance the intellectual potential of a student and his particular skills and talents, these means are not applied; in the cases of students who do reach the level of advanced education they are frequently misplaced, while those who should not proceed to higher studies are trained in skills not suitable to them and employed in positions they cannot fill. There is a great deal of nepotism and favoritism in the bureaucracy so that those selected for higher education or special training are frequently friends or relatives of officials rather than those who can best use the training.

Still another aspect is a lack of totality in the education of the Montagnards. Physical training which helps the students develop resourcefulness, health and quick wits is neglected. Teaching of skills such as gardening, which would naturally complement formal practical training, are neglected because of the apathy of the teachers and the Boarding School personnel.

D. TASKS.

1. The Ministry of Ethnic Minorities will employ a Montagnard educator, detached for this purpose by the Ministry of Education, who will form a Montagnard inspectorate of education. The Montagnard educator in the Ministry of Ethnic Minorities will have the authority to discipline teachers employed at Montagnard schools. In cases of serious infractions or ineptitude, he will recommend transfer or dismissal of teacher personnel. He will, in coordination with the Ministry of Education, interview and determine the qualifications and suitability of teachers assigned to teach in Montagnard schools. The Montagnard educator will have full management responsibility for the Ministry of Ethnic Minorities Boarding School program. In coordination with the Ministry of Education, the Montagnard educator will devise curriculum changes so that the education process is more relevant to the conditions in Montagnard areas. The educator will be responsible for establishing procedures for the selection of students for higher education and in coordination with the Ministry of Education will review decree laws and sponsor changes in the laws to eliminate bias

UNCLASSIFIED

UNCLASSIFIED

in favor of students having the benefit of better teacher personnel and facilities. The Montagnard educator, although not directly responsible, will serve as an advisor for the program sponsored by the Ministry of Ethnic Minorities through the National Montagnard Training Center to eliminate illiteracy among adults and youth.

2. The Ministry of Ethnic Minorities in cooperation with the Ministry of Education will develop a plan for general compulsory education for Montagnards to be implemented within three years. In coordination with the Ministry of Education, it will sponsor an Arrete for the immediate application of compulsory education at the primary level in all Montagnard hamlets which have a school.
3. A two-week course in Boarding School management will be given twice in 1971 at the National Montagnard Training Center in Pleiku for the sixty Boarding School Management personnel employed by the Ministry of Ethnic Minorities.
4. The National Montagnard Training Center at Pleiku will provide basic training to all illiterate trainees who attend courses at the center.
5. A special course in literacy will be required for 260 Son Thon Education Cadre and 260 Village Education Commissioners at the National Montagnard Training Center in Pleiku in 1971.
6. In cooperation with the Ministry of Education and the Ministry of Information, the Ministry of Ethnic Minorities will use its information program as a means of encouraging school attendance and to urge the elimination of illiteracy.
7. All High School students will receive a special course in the techniques of teaching literacy and will be encouraged to use these techniques in their villages during vacation periods. Village Chiefs will give a special certificate to students who are active in this effort.
8. A special class six will be established in all Montagnard schools to assist students in qualifying for class seven.

UNCLASSIFIED

UNCLASSIFIED

1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 7: Social Welfare, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

Enhance living conditions of the people so that they feel secure in their homes and have confidence and interest in the development of their own community and the political social and economic development of Vietnam. Through timely and effective support, reassure the people that in times of need or emergency the government is ready, willing, and able to support them.

B. ASSETS.

There are sufficient personnel in the Son Thon Cadre, the Ethnic Minority service, the various other services in the provinces, the Ethnic Minority cadres, students, and teachers as well as village and hamlet officials to conduct effective social welfare activities among the Montagnard people. In addition, there are a variety of organizations such as the schools, the Vietnamese Ethnic Minority Association, the Unity Movement for All Highland Montagnards, the Cham Association, and voluntary assistance agencies which can provide assistance and guidance to social welfare activities.

C. PROBLEMS.

A basic problem in the social welfare area is that the government has not made a genuine effort at conducting the research necessary to gain an understanding of the Montagnard population, their tribes, their customs, their social life. Plans involving social welfare as well as other development plans are frequently off-target or misapplied or are misunderstood by the people because they come into conflict with long-established and frequently valid reasons for doing things in certain ways. To a large extent, planning is done for the entire country and the fact that there are fundamental differences in climate and custom is often forgotten by ministries. At the same time the Ministry for Ethnic Minorities has been unable to effectively explain the needs and special considerations that must be taken into account when dealing in Montagnard areas.

Among the Montagnards themselves, there is a lack of understanding of people's organizations in the social sense. There is a lack of organizations such as the boy scouts. There is no organization for Montagnard soldier veterans and there is no arrangement for the care, pensioning, and welfare of disabled veterans and their widows, in spite of the fact that these soldiers have made a vital contribution to the defense of South Vietnam.

Although it is generally recognized that the Montagnard population is underemployed, little effort is being made to train these underemployed persons in skills which will make them more productive and make their life more satisfying to themselves and those around them. There is a considerable amount of work being done by a variety of volunteer relief and educational organizations.

For security reasons and convenience of control, the government has made it a practice

IV-B-7-1

UNCLASSIFIED

UNCLASSIFIED

to shift groups of Montagnard population to areas more secure or more conveniently controlled. These shifts in population have resulted in a major disruption of life and the loss of property, standing crops, and a sense of identification with the land. They have also tended to make the people lose confidence in the government because in too many cases the government had not made sufficient advance preparation for the moves. Refugee relief is often not timely, insufficient in terms of the need, and complicated by bureaucratic procedures which the people do not fully understand.

The recruitment of Montagnard National Police has been hindered by the fact that the standards for recruitment for police who will work in Montagnard areas are the same as those applied to police who are working in more developed areas. Those police who have been recruited receive no guidance or direction on the matter of local customs, and their own actions frequently lead to misunderstanding and distrust.

D. TASKS.

1. Under the direction of the Minister of State for Cultural Affairs, the staff at the national museum will initiate a program of research to compile data and information on Montagnards which can be used as a foundation for establishing realistic programs so that these programs make a genuine contribution to the development of the people socially, economically, and politically and at the same time preserve fundamental traditions and culture. The National Museum will enlist the assistance of all ministries and agencies in this effort. The objective will be the preparation of a National gazetteer on Montagnard tribes and areas.
2. The Director General of National Police, in cooperation with the Ministry of Ethnic Minorities, will establish recruiting standards for Montagnard police and will devise a training program that will suit them for service in Montagnard areas. In devising this program, the DGNP will consult with and obtain advice from local judges and courts so that an appropriate manual or guidance can be prepared for Montagnard police.
3. Teachers and Boarding School managers will be responsible for instructing Montagnard youth in schools on Montagnard social problems such as alcoholism and illiteracy and will encourage the students to work for the accomplishment of government social policies in Montagnard areas.
4. Vocational training given to Montagnards, while not ignoring modern techniques and equipment, will take into account that such equipment is not readily available in Montagnard villages and hamlets and those responsible will insure that the Montagnard students receive training with equipment and materials that are usually available.
5. The Ministry of Social Welfare and the Ministry for Ethnic Minorities will establish a procedure for the continued inspection of resettlement areas to insure that genuine development occurs in these places and to identify and correct the problems which lead people to abandon these resettlement areas.
6. The Ministry for Ethnic Minorities will establish liaison with private investors and organizations to further vocational training of Montagnards and secure employment as skilled workers for those who have or are receiving training.
7. The Ministry of National Defense, the Ministry of Veteran Affairs, and the Ministry

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for Ethnic Minorities will prepare the necessary decrees to provide benefits for disabled Montagnard irregular soldiers or war widows which are equivalent to those given other Vietnamese.

8. The Ministry for Ethnic Minorities together with the Ministry of Social Welfare and the Ministry of Information will use the information program as a means for explaining to Montagnard refugees what the responsibilities of the government are in their regard and the limit of those responsibilities and government assistance.
9. Provincial authorities will prohibit the sale of white alcohol in Montagnard areas.
10. The Montagnards will be encouraged to establish Peoples' Organizations in the Montagnard areas such as womens' organizations for the sponsorship of orphanages and farmer-worker organizations.
11. As a part of training at the National Montagnard Training Center at Pleiku, all village and hamlet officials and cadre will receive training in the establishment and operation of Peoples' Organizations.
12. Mission organizations will be encouraged to establish additional orphanages in Montagnard areas and they will receive support from the Ministry for Ethnic Minorities.
13. Government policy will be to move security to the people rather than the people to security.
14. Where there are qualified Montagnard personnel, the Ministry for Social Welfare will appoint such personnel to serve as chiefs of the Social Welfare Service in provinces with a heavy Montagnard population.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 8: Economic Activity, to Appendix B: Ethnic Minorities

A. OBJECTIVE.

To insure that the Montagnard people have a fair share in the economic development and exploitation of the resources in Montagnard areas. To make it possible, through participation, for the Montagnard people to carry out development themselves. In cooperation with the government, and Vietnamese and international investors, use the natural resources and assets in Montagnard areas.

B. ASSETS.

Montagnard areas are rich in natural and agricultural resources which can support major food production enterprises and industrial activity dependent on mineral and forest wealth. In populated areas, security is now at a satisfactory level and administrative services are available to permit a start in post-war economic development. There is an ample supply of both Vietnamese and Montagnard labor and there are some technicians who can be employed. The government has established national development corporations and has procedures for the making of investments in new industries by Vietnamese and International investors. Basic post-war development planning for the area has already been initiated and some data is available for completing those plans.

C. PROBLEMS.

Although mineral wealth is known to exist in the Montagnard areas, no systematic geological survey has been made. The area has demonstrable agricultural potential but, due to poor security, little has been done in experimenting with new varieties of agricultural products, and existing commercial crop production has declined.

Speculators and profiteers who have accepted high risks have managed to gain control of much of the existing economic activity in the area and they have shown little willingness to cooperate in development beneficial for all the people; in some areas, they have used their interest to bring about a decline in production and quality so that products will not compete with other products in which they have a financial interest.

Montagnard labor is being exploited in many places so that the workers do not receive a fair wage and in some cases they are forced to accept produce rather than money for their labor.

Although the populated areas are now secure, many areas known to have economic potential are unpopulated and still do not have good security. The enemy persists in his campaign designed to sow seeds of doubt and distrust among the Montagnard population as to the intentions of the Vietnamese and foreign investors. Post-war planning is not being explained to the people in the area; they lack information about the economic intentions of Vietnam and are suspicious of economic developments which they fear will deprive them of land and livelihood. There are few commercial banks in the area, and although there is considerable wealth among Montagnards, it is not being mobilized nor

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is it being used as collateral for credit. With a few exceptions, the Montagnards are unfamiliar with accounting, banking and commercial practices and there is a shortage of Montagnard skilled labor and merchants.

D. TASKS.

1. The Ministry of Economy will begin a geological survey of the Montagnard areas.
2. The Ministry for Ethnic Minorities and the various National Development Corporations will coordinate on economic development of the Montagnard areas. Together with the Ministry of Information they will establish an information program designed to explain post-war development plans to the Montagnard population and will publicize economic proposals so that the people clearly understand their effect.
3. The Ministry of Finance will encourage expansion of commercial banking in Montagnard areas so that Montagnard entrepreneurs who can qualify have a source of credit available for starting enterprises or expanding existing enterprises.
4. The Ministry of Agriculture and the Ministry for Ethnic Minorities will encourage the establishment of Montagnard growers' associations and growers' cooperatives for the marketing of cash crops in the market, rather than through middlemen, and for the purpose of establishing Montagnard-controlled plantations.
5. The Ministry of Labor will investigate labor abuses in Montagnard areas and will insure that labor laws are being obeyed. Both the Ministry of Labor and labor unions will encourage and assist in the organization of Montagnard labor so that the laborers can resist exploitation. It is the specific responsibility of the Ministry of Labor to assure that the practice of bartering for labor is eliminated.
6. The National Development Corporations and the Ministry of Ethnic Minorities will publicize and encourage Vietnamese and international investment in Montagnard areas and will specifically encourage the development of a dairy and cattle industry and the development of a fruit growing industry. Surveys will be conducted to assess the true worth of industrial development based on known or discovered natural resources, and private investors will be invited to make proposals for the establishment of such industries.
7. Because the Montagnard areas are underpopulated and the practice is already established of moving Vietnamese refugees into the area, the Ministry of Social Welfare, in coordination with the Ministry for Ethnic Minorities, will examine the feasibility of moving Montagnards from land-short areas in MR 1 to MR 2. This is a means of populating the area with people accustomed to the environment, who have no economic future in their present locations.
8. The Ministry of Education will insure that courses in commercial subjects are made available to High School students in Montagnard areas and the Ministry for Ethnic Minorities will encourage High School students to study commercial skills.
9. The Directorate of Postal and Telegraph Services will establish service in Phu Bon and Quang Duc provinces.
10. The Ministry of Public Works will continue its program of road repair and improvement and will insure that all major population centers in the Montagnard areas are

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accessible by road and that the road system from the areas to ports and coastal regions are efficient.

- 11: The National Montagnard Training Center at Pleiku will insure that all Village and Hamlet Officials and cadres are familiar with post-war development planning as it affects Montagnard areas.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX IV: SPECIAL PROGRAMS

TAB 9: Land Reform, to Appendix B: Ethnic Minorities.

A. OBJECTIVE.

To implement existing decrees respecting land reform in Montagnard areas, particularly the decree defining hamlet boundaries, and prepare additional decrees relating to the sale of Montagnard lands and the settlement of claims arising from confiscation of lands since 1954. To establish a sense of responsibility for the land among Montagnard people.

B ASSETS.

Land reform decrees exist which provide the legal process of settling individual titles to land and to secure communal title to all lands located within the living areas, including fields and forests, of a Montagnard hamlet. To implement these decrees the Ministry for Land Reform has service personnel in all the Montagnard areas and there are 200 Montagnard cadre who are available to assist in conducting surveys and settling disputes that arise in the course of land reform.

A traditional land management system already exists in Montagnard hamlets.

The Government can use the information program to educate and publicize its plans and intentions with respect to land reform. The government has at its disposal the personnel in the Ethnic Minority Service, the Ethnic Minority District Offices, Montagnard Village and Hamlet officials, Son Thon Cadres and high school students, all of whom can play a role in bringing about a peaceful solution to the land problem. There are procedures available to the people to protest injustices involving confiscation of lands and abuses of the established land laws.

C. PROBLEMS.

Although the legal means exist to settle land problems, the people do not understand the land reform decrees nor do they understand how to make complaints when they believe that their rights to land are being abused. The people are indifferent, if not opposed, to government land reform programs, because they fear that these land reform activities are a prelude to taxation and the government has not explained its intentions with respect to taxation of Montagnard lands.

Since 1954, the government's resettlement policies have resulted in moving many Montagnards away from their traditional lands and, in some cases, newcomers have been settled on the land from which Montagnards were moved. There are countless cases of either government or private confiscation of Montagnard lands without compensation. The people are aware that confiscation in other parts of Vietnam cannot be done without legal process and or compensation and they expect equal treatment.

The Montagnard population resents the fact that they have had their land exploited by their own leaders as well as Vietnamese with no effort at compensating them for the loss of timber and other resources growing on or contained in the land. At the present time, the Montagnard population is not protected adequately against unfair exploitation of their

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land. Their ignorance regarding the value of the land itself and its resources makes exploitation easy.

D. TASKS.

1. The National Montagnard Training Center at Pleiku will be responsible for instructing every trainee on the land reform program for the Montagnard areas. Special emphasis will be placed on insuring that Village and Hamlet officials thoroughly understand the land reform process, their obligations with respect to the program, and the rights of the people under the program.
2. A special technical course in land reform will be established at the National Montagnard Training Center to train 200 Son Thon cadres so that they are qualified to render assistance to the Ministry of Land Reform in the execution of the Land Reform Program. Four, four-week courses for 50 students each will be given at the beginning of 1971.
3. The boundaries for 400 Montagnard hamlets will be defined in 1971 and individual title to land will be given for 40,000 hectares of land.
4. The Ministry for Ethnic Minorities will develop an information program in coordination with the Ministry of Land Reform and the Ministry of Information for the purpose of fully explaining and publicizing the land reform program itself.
5. The Ministry for Ethnic Minorities together with the Ministry of Justice and the Ministry for Land Reform will conduct research and prepare two decrees; one prescribing the process to be used for the purchase of lands in Montagnard areas which will insure that Montagnard people are not dealt with unfairly and one which will establish a process for settling legitimate claims to land arising as a result of confiscation since 1954.
6. The Information program and individual village and hamlet chiefs as well as Son Thon Cadre will be used to make sure that the people know how to properly file complaints relating to land matters.
7. High School students will receive special indoctrination in land reform during the school year and will be encouraged to explain the program to the people in their village when they are on vacation. High School teachers and Boarding School Managers will be responsible for this indoctrination. The Ethnic Minority service will, in coordination with the Land reform service, insure that material and information is made available to the schools.
8. Montagnard village chiefs will be responsible for insuring that hamlet chiefs portion out and make individual families responsible for the care and cleanliness of the land in the immediate vicinity of their houses. Village and hamlet chiefs will be instructed on this matter during their training at Pleiku.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX V: PLANS AND REPORTS

This Annex designates the responsibility and drafting procedures for the 1971 Community Defense and Local Development Plans to be prepared in the Prefecture, Provinces, and Autonomous cities. It also designates the required periodic reporting procedures.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX V: PLANS AND REPORTS

Appendix A: Plans.

I. FORMAT.

The plans prepared by the Pacification and Development Councils of the Provinces and Autonomous Cities must contain the following:

A. Basic Plan.

1. General: (Brief statements on the local general situation, and status of progress of the 1970 P&D Plan.)
2. Concept: Clearly mention the principles and concepts necessary to properly achieve the three basic objectives and to implement all programs.
3. Implementation:
 - Area security.
 - Basic criteria.
 - Coordination instructions.
4. Goals established for the district.

The basic plan should be simple. Charts and overlays showing the initial situation and the desired situation to be achieved should be attached.

B. Annexes and Appendices.

1. The objectives of Local Self-Defense, Local-Self Government, and Local Self-Development should be discussed in detail in Annexes I, II, and III.
2. The detailed programs will be presented in the appendices to be attached to the appropriate Annexes. Each annex must include adequate technical explanations and procedures so the responsible provincial services and offices will be able to attain the desired results in implementation (the goals established by the CPDC or the MR/PDC).

C. Symbols.

Standard symbols will be used for overlays. All symbols will be printed in black, unless otherwise instructed.

.....

National border

Provincial boundaries

- - - - -

District boundaries

















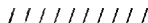


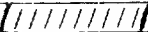
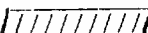


(blue)

Road vital to Pacification Plan

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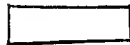
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	(yellow)	Secure Road (on in day time)
	(red)	Insecure road
	(red)	
	(yellow)	Road to be secured in day time
	(yellow)	
	(blue)	Road to be secured for both day and night time
	(blue)	Waterway vital to Pacification Plan
	(yellow)	Secure waterway (Day time only)
	(red)	Insecure waterway
	(red)	
	(yellow)	Waterway to be secured in day time
	(yellow)	
	(blue)	Waterway to be secured both day and night
		Serviceable railway
	(red)	Unserviceable railway
	(blue)	Railway to be made serviceable
	(blue)	Secure Area
	(yellow)	Consolidation Area
	(yellow)	Border Area
No symbol		Area under GVN Control
	(red)	VC/NVA base area
	(green)	Land Reform
		Unpopulated area
0	(red)	Location of VC Village Liberation Committee
(0)	(red)	Location of VC District Liberation Committee
(0)	(red)	Location of VC Provincial Liberation Committee
		Active base, Platoon sized

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Active base, Company sized



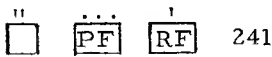
Present watchtower



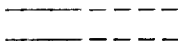
To be built in 1970



To be deleted in 1970



ARVN Battalion, PF Platoon, RF Company responsible for territory security (Unit designation will be written on the right)



Available pacification resource to be made available.

Black - Force

Blue - Center; outpost

Example	PTNT	14 = RD cadre
	CBST	13 = Son Thon Cadre
	HCV (Blue)	Chieu Hoi Center

Standard Abbreviation Table for Resources Symbols - VN

CBTS	-	Son Thon Cadre
CBTT	-	Information Cadre
CLQ	-	ARVN
CSDC	-	National Police Field Force
CSDB	-	Police Special Branch
CSGC	-	Marine Police
CSQG	-	National Police
DHDB	-	District Intelligence Operational Control Center
DHGB-HQ	-	Province Intelligence Operational Control Center
DPQ	-	Regional Force
DTLCT	-	Temporary Refugee Camp
HCV	-	Chieu Hoi
NDTV	-	People Self Defense Force
NQ	-	Popular Force
QC	-	Military Police
TTST	-	Provincial Reconnaissance Unit
TTTT	-	Armed Propaganda Team
PTNT	-	RD Cadre

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX V: PLANS AND REPORTS

Appendix B: Reports.

I. PURPOSE.

This appendix provides guidance in the preparation of the province/autonomous city reports and MR overviews.

II. GENERAL.

- A. The Province/Autonomous City reports and the MR Overview are basic documents used to measure the progress of Community Defense and Local Development throughout the country. Based on these reports, the Central Government can assess the difficulties encountered in execution of the Community Self Defense and Local Development Plan.
- B. The Province Chief/Mayor, concurrently Chairman of Provincial/Autonomous City P&DC, will report to the President, concurrently Chairman of the CPDC, and furnish copies to the MR Commander, Chairman of MR P&DC. The MR Commander, concurrently Chairman of the MR P&DC, will report to the President, concurrently Chairman of the CPDC, through the Prime Minister, concurrently Secretary General of the CPDC.

III. RESPONSIBILITY.

A. Province.

All Province Chiefs/Mayors, concurrently Chairmen of Provincial/Municipal PDCs, will prepare and sign their monthly reports of their provinces/cities. When preparing their reports, Province Chiefs and Mayors will give appropriate weight and consideration to the comments and suggestions of their provincial staff (civilian and military).

B. Military Region.

Based on the province reports, each MR Commander, concurrently MR PDC Chairman, will write a monthly MR Field Overview. The MR Commander, MR PDC Chairman, will add comments pertaining to and corrective action taken by the MR to solve problems contained in the province report, which the MR has consolidated for presentation to the CPDC.

IV. PREPARATION AND SUBMISSION OF REPORTS.

A. The province/city report contains two parts: -

- the first part, which is the narrative;
- the second part, a statistical report.

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1. The narrative will be submitted to the Prime Minister and the President in accordance with the following:

- It must not be a statistical document.
- It must be accurate and present only those developments which have occurred since the last reporting period.
- It must not be longer than five pages, size 21 x 27 cm (8 x 10 1/2).
- It will not repeat previously submitted information unless there are changes.
- It must convey the thoughts of the person who directly and measureably contributed to the overall evaluation of the situation in the province.
- The province report form is attached. (TAB 1)

2. The statistical report format will be distributed later in a circular.

- B. The MR Overview has similarity with the province report, but it must be no longer than three typed pages and does not necessarily include routine material. Its purpose is to provide the President and Ministries a general evaluation of the development efforts of the Military Regions. The Military Region Overview is attached (TAB 2). The province report will be hand-carried to the appropriate MR/PDC/CC (Administrative and Report Service) not later than the third of each month. The original copies of the report will be submitted personally to the CPDC/CC by the Chief of PPDC/CC not later than the fifth of the month. The MR Overview and the statistical summary for the entire MR will be hand-carried and submitted to the CPDC/CC not later than the fifth of the month.
- C. The CPDC/CC will use the province reports and the MR Overviews received on the fifth of each month to prepare a consolidated report to be submitted prior to the tenth of the month to the Prime Minister, Secretary General of CPDC, and the President, Chairman of CPDC. This report will designate those provinces and MRs not included in the summary because no report or overview was received on the day specified.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX V: PLANS AND REPORTS

Tab 1: Format for Provincial Report, to Appendix B: Reports

Subject: Community Defense and Local Development Report for Month of
., 1971

A. Overall Status of the Community Defense and Local Development Plan:

Presents the overall progress of the Community Defense and Local Development Plan during the month (similar to a short briefing on the general situation which would be given to a visitor).

B. Situation and Problems:

Separately and briefly presents by each objective of the Community Defense and Local Development Plan, both the significant results achieved, short-falls, and problems affecting the programs.

1. Self-Defense

- a. Territorial Security (including enemy situation)
- b. PSDF
- c. National Police
- d. Phung Hoang
- e. Chicu Hoi

2. Self-Government

- a. People's Administration
- b. People's Information
- c. People's Organization
- d. Youth Program

3. Self-Development

- a. Agriculture/Fishery Development
- b. Distribution of Land
- c. Industrial and Economic Development
- d. War Veterans
- e. War Victims
- f. Public Health and Education
- g. Communication and Transportation
- h. Public Works
- i. National Development Budget
- j. Provincial Development Budget
- k. Village Development Budget
- l. Municipal Development Budget
- m. Ethnic Minority Development

V-B-1-1

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C. Action Recommended to the Central Government:

This should be brief statements of the problems, local action taken to alleviate the problems, and required action which exceeds the local capability and is recommended to be taken by the Central Government.

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1971 COMMUNITY DEFENSE AND LOCAL DEVELOPMENT PLAN

ANNEX V: PLANS AND REPORTS

Tab 2: Format for MR Field Overview, to Appendix B: Reports

Subject: Comment on Progress of Community Defense and Local Development Plan of
., 1971.

A. General Situation of Community Defense and Community Development Effort:

Report the month's general progress of the Community Defense and Local Development Plan of the region (similar to a briefing on the general situation to a visiting official).

B. Situation and Problem Areas.

Report separately and briefly by each objective of the Community Defense and Local Development Plan, noteworthy accomplishments, shortfalls, and problems affecting the programs.

1. Self-Defense

- a. Territorial Security (including enemy situation)
- b. PSDF
- c. National Police
- d. Phung Hoang
- e. Chieu Hoi

2. Self-Government

- a. People's Administration
- b. People's Information
- c. People's Organizations
- d. Youth Program

3. Self-Development

- a. Agriculture/Fishery Development
- b. Land Distribution
- c. Industrial and Economic Development
- d. Veterans
- e. War Victims
- f. Health and Education
- g. Communication and Transportation
- h. Public Works
- i. National Development Budget
- j. Provincial Development Budget
- k. Village Development Budget
- l. Municipal Development Budget
- m. Ethnic Minority Development Budget

V-B-2-1

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Remarks should be included on those supplementary measures taken by the MRs to solve the problems discussed in the Provincial reports.

C. Future Problems and Plans:

Forecast the major problems which may occur and which need consideration in the Central Government's planning. Briefly analyze the future; i.e., important events, anticipated progress or delay in the Community Defense and Local Development effort, any enemy change in effort, or the necessity to review the MRs' plans.

D. Recommended Solutions by the Central Government:

Comment on individual recommendations in the provincial reports. Discuss actions taken to solve problems or recommend actions to be taken by the Central Government.

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